



THE AFRICAN CAPACITY  
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT  
DES CAPACITES EN AFRIQUE



ANNUAL  
REPORT  
2012



THE AFRICAN CAPACITY BUILDING FOUNDATION | FONDATION POUR LE RENFORCEMENT DES CAPACITES EN AFRIQUE



## ACBF IN BRIEF

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**Date of Establishment**

9 February 1991

**Vision**

To be the leading African institution, in partnership with other stakeholders, in building sustainable capacity for good governance and poverty reduction in Africa.

**Mission**

To build human and institutional capacity for sustainable growth and poverty reduction in Africa

## Membership

To date, the following countries and International Organizations have honoured ACBF with their support:

## Multilateral Partners



The World Bank



The African  
Development Bank



The United Nations  
Development Programme



The International  
Monetary Fund

## Bilateral Partners

1. Austria
2. Canada
3. Denmark
4. Finland
5. France
6. Greece
7. India
8. Ireland
9. The Netherlands
10. Norway
11. Sweden
12. United Kingdom
13. United States of America

## African Partners (as at December 2012)

- |                                 |                    |                           |
|---------------------------------|--------------------|---------------------------|
| 1. Benin                        | 14. The Gambia     | 27. Nigeria               |
| 2. Botswana                     | 15. Ghana          | 28. Rwanda                |
| 3. Burkina Faso                 | 16. Guinea Bissau  | 29. Sao Tome and Principe |
| 4. Burundi                      | 17. Guinea Conakry | 30. Senegal               |
| 5. Cameroon                     | 18. Kenya          | 31. Sierra Leone          |
| 6. Central African Republic     | 19. Liberia        | 32. Sudan                 |
| 7. Chad                         | 20. Madagascar     | 33. Swaziland             |
| 8. Côte d'Ivoire                | 21. Malawi         | 34. Tanzania              |
| 9. Democratic Republic of Congo | 22. Mali           | 35. Togo                  |
| 10. Republic of Congo           | 23. Mauritania     | 36. Uganda                |
| 11. Djibouti                    | 24. Mauritius      | 37. Zambia                |
| 12. Ethiopia                    | 25. Namibia        | 38. Zimbabwe              |
| 13. Gabon                       | 26. Niger          |                           |

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Cover Photographs: The Rwanda National Ballet, Rwanda (left) and the Iyasa Dance Group, Zimbabwe  
Photographs by: Tsvangirayi Mukwazhi

## LETTER OF TRANSMITTAL TO THE BOARD OF GOVERNORS

1 July, 2013

Dear Madam Chair:

In accordance with Article VII, Section 8 (e) of the Constitution of the African Capacity Building Foundation (ACBF), I have the honour of presenting to the ACBF Board of Governors the Annual Report of the ACBF Executive Board for the period 1 January 2012– 31 December 2012. The audited financial statements for the period 1 January 2012 – 31 December 2012, together with the report of the external audit firm thereon, are presented in the Annexes.

Please accept, Madam Chair, the assurances of my highest consideration.

A handwritten signature in black ink, appearing to read 'Paul Baloyi', with a stylized flourish at the end.

**Paul Baloyi**  
Chairman, ACBF Executive Board

## ABBREVIATIONS AND ACRONYMS

AACES	Australia Africa Community Engagement Scheme
AAU	Association of African Universities
AAU-CADRE	AAU Capacity Development Project for the Realization of Higher Education Institutions
ACIR	Africa Capacity Indicators Report
AfCOP	African Community of Practice
AfDB	African Development Bank
AFRIMAP	Africa Governance, Monitoring and Advocacy Project
AGO	African Governance Outlook Report
AIST	African Institute for Science and Technology
AMU	Arab Maghreb Union
APRM	African Peer Review Mechanism
ARRF	Africa Research and Resource Forum
AU-CAP	African Union Capacity Building Program
AusAid	Australian Aid
AUST	Africa University of Science and Technology
AWDF	African Women's Development Fund
BIDPA	Botswana Institute for Development Policy Analysis
CAADP	Comprehensive Africa Agriculture Development Program
CAAS	Chinese Academy of Agricultural Sciences
CANGO	Coordinating Assembly of Non-Governmental Organizations
CAPEs	Centre d'Analyse des Politiques Economiques et Sociales
CAPOD	Projet de Renforcement des Capacités en Conception et Analyse des Politiques de Developpement
CDM	Capacity Development Marketplace
CEN-SAD	Community of Sahel Saharan States
CIFAL	Centre International de Formation des Acteurs Locaux
CISPI	Coordination Institutional Strengthening and Policy Influence Project
CMAP	Centre Mauritanien d'Analyse des Politiques
COMESA	Common Market for Eastern and Southern Africa
CPIA	Country Policy and Institutional Assessment
CSD	Corporate Services Department
DRC	Democratic Republic of Congo
DRI	Development Reality Institute
DDR	Disarmament, Demobilization and Reintegration
EAC	East African Community
ECCAS	Economic Community for Central African States
ECOWAS	Economic Community of West African States

ECXI	Ethiopia Commodity Exchange Institute
EDN	Enterprise Development Network
EPM	Economic Policy Management Program
EPRC	Economic Policy Research Centre
ERS	Economic Recovery Strategy
ESRF	Economic and Social Research Foundation
EWA	Initiative to Empower Women in Africa
FANRPAN	Food Agriculture and Natural Resources Policy Network
FAS	Femmes Africa Solidarité
FICAD	Financing Innovation in Capacity Development
FOKAL	Fondation Connaissance et Liberté
GDP	Gross Domestic Product
GIMAC	Gender is My Agenda Campaign
GPI	Global Partnership Initiative
HESPI	Horn Economic and Social Policy Institute
HSGOC	Heads of State and Government Orientation Committee
ICCO	International Cocoa Organization
ICT	Information and Communication Technology
IDEC	Institut de Développement Economique
IDEG	Institute for Democratic Governance
IGAD	Intergovernmental Authority on Development
IMF	International Monetary Fund
IPA	Institute of Public Administration
IPAR	Institute of Policy Analysis and Research
KEPSA	Kenya Private Sector Alliance
KIPPRA	Kenya Institute for Public Policy Research and Analysis
M&E	Monitoring and Evaluation
MfDR	Managing for Development Results
MINDS	Mandela Institute for Development Studies
MSCBP	Multi Sector Capacity Building Program
NEPAD	New Economic Program for African Development
NESC	National Economic and Social Council
NGO	Non-Governmental Organization
NGOCC	NGO Co-ordinating Council
NILS	National Institute of Legislative Studies
NM AIST	Nelson Mandela Institute of Science and Technology
NTCF	Nigeria Technical Cooperation Fund

ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
OPIC	Overseas Private Investment Corporation
PRC	Project Review Committee
PRF	Portfolio Review
PRCS-RCA	Projet de Renforcement des Capacités en Statistiques de la Republique Centrafricaine
PSMTP	Projet de Formation en Management du Secteur Public
REC	Regional Economic Community
RMF	Results Management Framework
SACU	Southern African Customs Union
SADC	Southern African Development Community
SADC-PF	Southern African Development Community Parliamentary Forum
SEAF	Small Enterprise Assistance Fund
SMTF	Strategic Medium Term Plan
T4EE	Training For Employment and Entrepreneurship
TNN-EA	Think Tank Network East Africa
UEMOA	Union Economique et Monétaire Ouest Africaine
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WISE	World Innovation Summit on Education
YES	Youth Exchange and Study
ZCCDP	Zimbabwe Country Capacity Development Program
ZCSMBA	Zambia Chamber of Small and Medium Business Enterprises
ZEA	Zambia Evaluation Association
ZIPAR	Zambia Institute for Policy Analysis and Research

## ACBF BOARD OF GOVERNORS (AS AT 31 DECEMBER 2012)

Governor	Member	Alternate(s)
Ngozi Okonjo Iweala (Chair)	Nigeria	
Jorma Suvanto (1st Vice Chair)	Finland	Petri Wanner
Amadou Kane (2nd Vice Chair)	Senegal	Oumar Sylla
Marcelo Guigale	The World Bank	
Mthuli Ncube	AfDB	Victor Murinde
Marcel A. de Souza	Benin	
Kelapile Ndobano	Botswana	
Lucien Marie Noël Bembamba	Burkina Faso	
Abdallah Tabu Manirakiza	Burundi	
Michael Brownell	Canada	Erick Ordeman
Nganou D. Emmanuel	Cameroon	Yaouba Abdoulaye
Karim Meckassoua	Central African Republic	
Bedoumra Kordje	Chad	
Gilbert Ondongo	Congo (Brazzaville)	
Celestin Vunabandi	Congo (DRC)	Athanase Matenda Kyelu
Charles Diby Koffi	Côte d'Ivoire	Marius Bessy
Thomas Juel. Thomsen	Denmark	Jytte Blatt Laursen
Dileita Mohamed Dileita	Djibouti	
	France	Aline Fortin
Christiane Rose Ossoucah	Gabon	Anaclet Bissielou
Mamburay Njie	Gambia	
Kwabena Duffour	Ghana	
Christos Salamanis	Greece	Ioannis Ferentinos
Abubacar Demba Dahaba	Guinea Bissau	
Kerfall Yansane	Guinea Conakry	
Antoinette Sayeh	IMF	J. Roberto Rosales

Governor	Member	Alternate(s)
Jeitendra Kumar Tripathi	India	
Robinson Njeru Githae	Kenya	Wycliffe Ambetsa Oparanya
Amarah M. Konneh	Liberia	
Pierot Botozaza	Madagascar	
Tiéna Coulibaly	Mali	Marimpa Samoura
Ken Lipenga	Malawi	
Sidi Ould Tah	Mauritania	
Charles Gaetan xavier Luc Duval	Mauritius	
Tom Alweendo	Namibia	Nangula Mbako
Ouhoumoudou Mahamadou	Niger	
Ranhild Dybdahl	Norway	
John Rwangombwa	Rwanda	
Agostinho Quaresma dos		
Santos Afonso Fernandes	Sao Tomé & Principe	Américo de Oliveira dos Ramos
Amadou Kane	Senegal	Oumar SYLLA
Samura Kamara	Sierra Leone	
Al Mr. Mahmoud Abdul-Rasoul	Sudan	
Majozi Vincent Sithole	Swaziland	Prince Hlangusemphi
Anton Johnston	Sweden	Staffan Smedby
William Mgimwa	Tanzania	
Kokou Sémondji	Togo	
Maria Kiwanuka	Uganda	Fred Omach
Tegegnetwork Gettu	UNDP	Moustapha Soumare
Beckul Erkul	USAID	
Alexander B. Chikwanda	Zambia	Alfreda Kazembe
Tendai Biti	Zimbabwe	Willard L. Manungo

## ACBF EXECUTIVE BOARD

(AS AT 31 DECEMBER 2012)



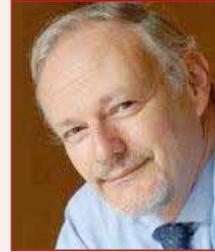
Mr. Paul Baloyi  
Chair



Mr. Kithinji Kiragu  
Vice Chair



Ms. Huguette Labelle



Mr. Jean Michel Severino



Mr. Roger Mbassa Ndine



Mr. Shehu Misau



Mrs. Charlotte Osei



Mme Soumaré Aminata Sidibé



Mrs Gun-Britt Andersson



Mr. Victor Murinde



Mr. Alain Noudehou

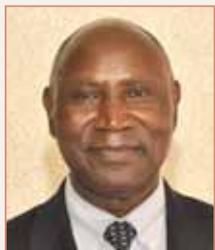


Ms. Frannie Léautier

## INDEPENDENT MEMBERS OF THE AUDIT AND RISK COMMITTEE



Mr. Kabir Ahmed



Mr. Eddie R. Ouko



Mr. Elias Pungong

## MESSAGE FROM THE CHAIR OF THE BOARD OF GOVERNORS



**Hon. Dr Ngozi Okonjo Iweala**  
CHAIR, ACBF BOARD OF GOVERNORS

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2012 was a new beginning for the Foundation as it embarked on its Third Strategic Medium Term Plan (SMTP III 2012-2016). This new beginning marks two previous years of hard work to develop a strategic plan that is innovative, results focused, yet gives room for the flexibility needed in capacity development interventions. One year into its implementation and lessons are already emerging.

In 2012 the Foundation launched its second Africa Capacity Indicators Report (ACIR) focusing on Capacity Development for Agricultural Transformation and Food Security. I would like to highlight a few areas in this very successful publication. First, it brings pride to us that measuring our efforts in capacity development is possible and more importantly that we can do it within the African context. Capacity development remains a central tool for the social transformation and economic development of our continent. The 2012 ACIR not only showed us the state of capacity of the agriculture sector in Africa, but some of the vital implications of the state of capacity of the continent in general and in particular to the indispensability of the ACBF as the pan African institution operating in this area. Second, the ACIR clearly shows that capacity development remains a priority and that it is multidimensional and requires specific attention to implementation and integration into the overall strategy for development of a country. Third the ACIR also revealed the need for a cultural reorientation of the values beliefs attitudes and incentives of those involved in the system. Finally, the need to think more about strategic partnerships in the implementation of capacity development. The report has taken into account all the capacity development efforts in the agricultural sector and shows that there is not only a need for partnerships to design and implement programs and projects but also to continue the data collection and tracking so as to produce the ACIR annually.

In the first year of implementation of SMTP III, clear strategic strengths are emerging from the ACBF's project and program portfolio especially in ACBF's successful investment in building human capital. Results of an independent evaluation of SMTP II have been incorporated into SMTP III to build on outcomes from ACBF's investments in building human capital. The Foundation has been successful in creating a critical mass of qualified economists and policymakers who shape development decisions in Africa. Human capacity is vital for the success of socio-economic development of the continent. We all know that development solutions for the African continent are not uniform, and what the Foundation has managed to achieve in varying operational environments in relation to human capacity is indeed a success. The calculated risks taken and patient capital deployed over a long period of time have been the main cornerstones of this success. The four tier approach used by the Foundation has provided for this success. The first tier relates to creating a multi stakeholder platform to define the program priorities and oversee their implementation.

The second tier concerns the support to repeated trials for the multi stakeholder processes to collect lessons from training core cadre and building critical skills. The third tier involves embedding mentorship, networking and partnerships for implementation that allow skills building to lead to development results. The fourth tier is providing technical advice and financial support for startup ideas and networks for long term initiatives. These four tiers have provided for the proven success in building human capital.

The Foundation has gone further in accumulating lessons on speeding up results in human capital. Five key lessons have emerged indicating that success comes from: creating a strategic group of thinkers, learning practitioners and system leaders to focus on dynamic capacity; supporting momentum for change and removing obstacles to move at high speed to get results in a measurable period of time; getting a critical mass of successful projects and a networked learning community with dedicated resources to scale up the success; addressing the nexus between the employment market and education systems through the role of tertiary institutions to match the needs of the labor market; and dealing directly with multi speed development and having the ability to capitalize on strategic moments.

A critical area of capacity that ACBF has focused on where work still remains to be done is the important element of building institutional capacity. Again we are proud of our 39 think tanks in 29 countries that we have been assisting since 1992. This success also comes with lessons which are invaluable to the development of further institutes that will enable us to address Africa's development challenges at the national, regional and continental levels. In 2012, the University Of Pennsylvania Global Ranking Of Think Tanks rated 17 ACBF supported policy institutes in the top 50 in Africa. The biggest lesson we have learnt is that building institutions is very much like building human capacity – it needs time, patience, financial and moral support. The ability to partner in constructing an institution often requires that difficult ground be covered and hurdles tackled together with a focus on results and impact.

All our successes and challenges as we do our work on a daily basis would not be possible without the support of our members. Members of the Foundation have shown a steadfast confidence in the work we are doing. As a demand driven organization, expectations have grown tremendously, increasing the pressure on the Foundation to become innovative in delivery of its services and skills.

With the advent of the global financial crisis, new challenges in resource mobilization have arisen, however, members have more than ever seen the importance of capacity development in Africa's ability to raise herself and her people. Three new African members joined the Foundation in 2012, Ethiopia, Namibia and Guinea Conakry, bringing the total to 38 African members. In March 2012, on the fringes of the 5th Joint Annual Meetings of the AU Commission and UN Economic Commission for Africa conference of Ministers of Finance, Planning and Economic Development, we held a pledging session with our African member states, as part of our continental fundraising efforts. The pledging conference was to raise additional funds for the implementation of ACBF's third Strategic Medium

**All our successes and challenges as we do our work on a daily basis would not be possible without the support of our members.**

Term Plan 2012 -2016 (SMTP III). From SMTP II to SMTP III African member contributions have increased by 54 percent, showing that the ownership and political will for capacity development on the continent is on the rise.

This commitment enables the Foundation to not only mobilize further resources but helps in the establishment of strategic partnerships that leverage and scale up our work allowing innovation and creation of dialogue spaces for the furthering of ACBF's mission and reach. We know that we cannot go it alone and we wish to extend our thanks to our multilateral and bilateral members who so graciously continue to support us and our work.

The Board of Governors also realizes that for the Foundation to be successful it must be led by dedicated people. We would like to acknowledge the leadership of Mr. Paul Baloyi, the Chair of the Executive Board and his stewardship of the Executive Board to bring ACBF to the stage that it is. I would also like to recognize the work of Dr. Frannie Léautier, the Executive Secretary and her team who have not only steered our ship through turbulent waters and brought the Foundation to calmer waters with the critical results I have mentioned above. It takes innovative and strategic leadership to simultaneously address the capacity development demands and challenges of the continent through a single institution.

The future of the Foundation rests on our continued efforts as a collective. The outlook for the future is positive, but it points to the need to develop further strategic partnerships in the implementation of projects and programs. Going forward, we also need continual resource mobilization to realize even greater successes. We also need to rely on a group of dedicated individuals to work within the Foundation and above all, a continuance of the political will by Africans themselves to address our own capacity needs and challenges.

I would like to thank my fellow Governors for their support and wish the Foundation a successful 2013.

*Ngazi Okonjo-Iweala*  
Dr. Ngazi Okonjo-Iweala  
Chair of the ACBF Board of Governors



## MESSAGE FROM THE CHAIR OF THE EXECUTIVE BOARD



**Paul Baloyi**  
CHAIR, ACBF EXECUTIVE BOARD

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In 2012 ACBF embarked upon the first year of implementation of the Strategic Medium Term Plan (SMTPIII). It was also a year where the Foundation introduced a new way of doing business and embedded lessons learned from the evaluation of its last strategic framework SMTP II. Our new strategy is about demonstrating the unique value of the ACBF with a sharpened focus on the approach to capacity development. Doing business differently also means changing the way in which we approach the capacity development business. And so, the first task at hand for the Foundation was to set in motion the transition of projects and programs from the SMTP II framework to the new SMTP III strategic pillars, namely, enhancing critical capacities to promote political and social stability for transformational change; enhancing capacity to engage and regulate the productive sector; and enhancing capacity to track policy impact.

The plan has brought about a strategic shift in ACBF interventions that not only demands further innovation in approach, but also a deepened focus on the monitoring, evaluation and results of those interventions. The three pillars now form the basis of ACBF support to capacity interventions that lead to the achievement of effective governance for real poverty reduction, by working to improve the capacity of those country and regional organizations that are primarily responsible for development. This approach has demanded that ACBF and its supported projects adjust their approach to emerging country specific and regional contexts to become more flexible in response to capacity needs improve effectiveness and further develop capabilities to tackle new areas. The Foundation realized that multi-dimensional capacity has to be built at the institutional level, thereby enabling African institutions to tackle simultaneously all the current, emerging and envisaged development challenges.

In 2012, the Executive Board approved a total of 17 (seventeen) projects and programs. To promote the innovative aspect of our portfolio, the Facility for Financing Innovative Capacity Development Interventions (FICAD) also approved a number of smaller projects. This facility allows for an innovative approach to capacity development by giving the Foundation the means to award small grants for innovative ideas that have the potential for scaling up, thus planting the seed for a catalyzed capacity development process.

### **Sustainability of the Foundation**

The past year has been a challenging one in terms of resource mobilization which has been compounded by the global financial crisis. Although African contributions have doubled since SMTP II by 54%, contributions from the bilateral donors have decreased, as the resource pool is shrinking. It is difficult to attract higher pledges from bilateral donors due to the financial crisis; the traditional donors have also shifted their focus, whereby there are limited funds available for areas such as capacity development; and there is an increase in the number of capacity development players in the African space, with a consequent constrained environment in which to mobilize resources from international organizations, and ACBF is no exception. Historically, ACBF Partners from the OECD member countries, the World Bank, the African Development Bank and the United Nations Development Program provided the lion's share of the financing for the Foundation. But since the beginning of the global financial and economic crisis in 2008, the contribution of OECD member countries to ACBF has decreased. This is an expression of the general trend in the international organizations' funding. According to the OECD, development aid fell by 4% in real terms in 2012, following a 2% fall in 2011. The continuing financial crisis and euro zone turmoil has led several governments to tighten their budgets, which has had a direct impact on development aid.

In 2012, members of the Development Assistance Committee (DAC) of the OECD provided USD 125.6 billion in net official development assistance (ODA), representing 0.29 per cent of their combined gross national income (GNI), a -4.0% drop in real terms compared to 2011. Data for

2012 shows that although total net ODA fell, aid for core bilateral projects and programs (i.e. excluding debt relief grants and humanitarian aid) rose by +2.0% in real terms; in contrast, core contributions to multilateral institutions fell by -7.1%. Hence, funding from international organizations has become more challenging in the past few years, but governments continue to play a key role, despite the emergence of other sources of financing, such as the private sector and philanthropies. This augurs well for organizations like ACBF, where the large majority of the Board are members of governments. The potential upside notwithstanding, ACBF has developed alternative sources of funding including fees from managing services and going for competitive grants which has helped the Foundation pivot towards new ways of working.

We are however of the conviction that all the member sectors of ACBF believe that Africa faces capacity challenges. The Foundation must therefore persevere with its concerted effort of providing results and tangible impact. Furthermore, the Foundation will have to scale up its innovativeness in developing capacity development interventions that meet the needs of the people but also are in accord with our strategic partners and donors. In the latter part of the year the Foundation had to streamline the number of its staff to be able to meet the ratios required for optimal delivery for both the business side and the institution. This task, as difficult as it was, enabled the Foundation to readjust its footing and permit the re-alignment of resources to the portfolio. Disbursements for 2012 stood at USD 28.07 million.

### New home for the Foundation

On 10 December 2012 the official opening of the new ACBF Offices in Zimbabwe took place. This was indeed a proud moment for us - at 21 years old, we had our own home and key! Officially opened by Mr. W. Manungo, Permanent Secretary of the Ministry of Finance representing Honorable Tendai Biti, Minister of Finance, Government of Zimbabwe and Governor to the ACBF Board, the premises will initially house 24 staff members. It was due to our Governor to Zimbabwe and Dr Frannie Léautier, Executive Secretary, that our office was secured. We wish to extend our heartfelt thanks to the Government of the Republic of Zimbabwe.

### Strategic partnerships

Establishing and sustaining strategic partnerships was a key focus for 2012. The Foundation created through Memorandums of Understanding (MoUs) strategic partnerships with the Chinese Academy of Agricultural Sciences (CAAS); the Constituency for Africa and the Australian Agency for International Development (AusAID). These three key partnerships each bring to the table some form of different interactions with the Foundation. CAAS will partner with the Foundation to further assist with the key issue of agricultural transformation in Africa. The Constituency for Africa will help to develop relations with the Diaspora, as well as taking advantage of the knowledge, experience and network of those already working with Diaspora communities; and the relationship with AusAID appointed the Foundation as Resource Facility Manager for the Australia Africa Community Engagement Scheme (AACES) until 2014. We have entered into partnership with the African Development Bank (AfDB) on the development of the African Governance Outlook Report (AGO) and the 2013 Regional Economic Communities Survey.

However, we must here point out that our biggest partnership remains the one we have with our grantees in delivering and realizing Africa's natural talent and capacity. The work

that is carried out on the ground is what matters to our success as a continent.

### Within the Foundation

The Foundation has maintained a high caliber of staff who deliver an impressive amount of work, a lot of which receives extraordinary recognition. The launch of our flagship publication, the African Capacity Indicators Report 2012 (ACIR) in London, Washington and Paris enabled extensive discussions to take place on the 2012 topic of Capacity Development to transform agriculture and guarantee food security.

At the 2012 World Innovative Summit in Education (WISE) Summit, the ACBF was rated one of the top 25 institutions with regard to its work with universities in Africa. The input of ACBF into various capacity development dialogues has been recognized at international fora such as the Africa Media Leaders' Forum in Dakar in November 2012, Africa Program on Accelerated Improvement of Civil Registration and Vital Statistics, World Bank CPIA Forum 2012, and the Annual Conference of the International Association of Schools and Institutes of Administration. 2012 Executive Board Members

We welcomed four new members in 2012, and bid farewell to three. It gives me great pleasure to welcome:

- Ms. Gun-Britt Andersson, Sweden – currently chairperson of the Swedish Sponsor Organisation of Barbro Johansson Girls' Education Trust Fund in Tanzania, JOHA Trust and Board member to the Gapminder Foundation and the East Europe Foundation in Moldova
  - Mr. Jean Michel Severino, France - General Inspector of Finances, French Ministry of Finance. Former Vice-President of the World Bank for Asia, former CEO of the Agence Française de Développement
  - Ms. Aminata Sidibe – Soumare, Mali - Economiste, Inspectrice des Services Economiques
  - Ms. Charlotte Osei, Ghana - Chairperson, National Commission for Civic Education (NCCE)
- We wish to thank the following departed members for their time, energy and support to the Foundation
- Mr. Paulo F. Gomes
  - Mr. Nils Gustafsson
  - Mr. Zeine Ould Zeidane

It leaves me to thank my fellow board members for their unwavering support throughout the year and thank Dr Frannie Léautier for her staunch leadership of the Foundation. The gains made under her leadership of the Foundation are many. Thank you to the management team and staff for their hard work.

To the Chair of the Board of Governors Hon. Dr Ngozi Okonjo Iweala and members of the Foundation, thank you for your continued vision for the Foundation.



PAUL CAMBO BALOYI  
CHAIRMAN AFRICAN  
CAPACITY BUILDING  
FOUNDATION.

## MESSAGE FROM THE EXECUTIVE SECRETARY



**Frannie A Léautier**  
ACBF EXECUTIVE SECRETARY

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### DOING BUSINESS DIFFERENTLY

As we stand on the threshold of some of the most exciting times for Africa, we need to change our thinking, and our actions, to inspire more confidence. We need to broadcast our successes and highlight the amazing work that is being done so that we can all celebrate the dynamism that is manifesting in these African times. It is only when we really start talking about achievements that we realize how many milestones we have passed and this is especially true for us at the ACBF. The results are often slow to come, and sometimes we do not even realize just how many millions of lives we impact, but that we make the impact is not in doubt. It is on the how of that impact that this Annual Report reflects. Our work, our successes and challenges are reminders that while we have travelled far, there is still further to go. This is what we have achieved in 2012.

#### The successes

In working collectively with our partners and stakeholders, the ACBF continues to promote change and to evolve through our collaborations, our actions and deeds, and our experiences. As a result, 2012 emerged as a year of acute focus especially given that we embarked on implementing our new strategy, the third Strategic Medium Term Plan 2012 – 2016 (SMTP III), comprising three main pillars: enhancing critical capacities to promote political and social stability for transformational change; capacity to engage and regulate the productive sector; and capacity to track policy impact. These pillars have shaped and carved new directions to push innovation to its limits, and to enable the measurement and tracking of results.

Year on year we receive encouraging positive international feedback on our African Capacity Indicators Report (ACIR), and 2012 was no different, especially considering that this was the first year we began selling it through the World Bank's bookstore, and thereby earned an income. Launched in London in partnership with the Mo Ibrahim Foundation, followed by launches in Washington, Arusha and Paris, the ACIR 2012 focused on Capacity Development for Agricultural Transformation and Food Security. The impact of this key focus has resulted in the creation of several high-level initiatives, such as the Initiative to Empower Women in Agriculture (EWA), which has the support of seven heads of state. The ripple effect of EWA motivated African leaders to renew commitment to the Comprehensive African Agricultural Development Program (CAADP), and more importantly to engendering its four crucial pillars. These are exceptional transformational programs and pillars that also give women, who make up the majority of the agricultural labor force in Africa, the attention, assistance and uplifting they desperately need.

Success is all about results and this applies as much to our internal successes as it does our external achievements. During 2012 we introduced management through performance ratios, under the leadership of our Chief Financial Officer, which aims to ensure that our results-driven enterprises stay within pre-determined financial ratios. This has helped us to move more of our resources towards improved results for our clients and partners. The outcome has been that not only have we been better able to embed our activities within this results management framework, with monitoring and evaluation indicators in each of our programs, but we have also been able to train and develop the capacity of our partners to achieve this independently.

This exercise was motivated after receiving feedback from an independent evaluation of the ACBF in 2012. The information we garnered from the evaluation proves that our successes and lessons learned have been crucial in how we implement, and others apply, our change model. For example, our work in building a critical mass of experts to work in the macro-economic management and

financial/banking sectors has been very well received and we are credited for a good portion of the macro-economic stability on the continent, thus showing the value of our Think Tanks and University Partnerships.

The status of civil society is very close to the heart of the ACBF and we have continued to support programs that uplift communities. So often, it is not the ACBF that receives recognition for its role in this area, instead it is those we support and we delight in the achievements of the Zambian NGO Co-coordinating Council (NGOCC), the Institute for Democratic Governance (IDEG), and the African Women's Development Fund (AWDF). Many similar programs have required refinancing and/or an extension because longevity is key in securing the work that will benefit civil society.

In taking a multi-pronged approach during 2012, the ACBF has effected its mandate. The focus on efficiency has brought about the release of more funding in support of grant programs and enabled further investment into innovation, learning and knowledge through the instrument for Financing Innovation in Capacity Development (FICAD). By focusing on monitoring and evaluation we have been able to concentrate more deeply on delivering impactful and positive results. Our attention to the control mechanisms of our work, specifically the internal audit department, and our risk management and control efficiency, has further solidified the appropriate use of funding resources.

It would be remiss of me not to mention the significance of the ACBF moving to its own headquarters in Mount Pleasant, Harare. Combined with the celebration of our 21st year in operation, we have become firmly rooted in Africa. This is equally true of the ACBF staff that continues to amaze me with their consistent commitment to delivering capacity development on the continent. They have more than given of their time, creativity, innovation and ideas and adapted well to the ACBF's restructuring in order to bring our core structure in line with new demands for capacity development and the latest modalities for financing that we are currently working on. It speaks volumes that even those who have moved to new opportunities continue to engage with the ACBF, and those that remain have taken on new responsibilities with enthusiasm.

I am so proud of the management team who embraced wholeheartedly, the re-launching of the ACBF along with the introduction of a new set of cost effectiveness and efficiency measures. The level of commitment, especially, that of the staff association, to ensure a smooth transition was a collective effort that deserves special recognition. The Board of the ACBF and its key stakeholders are also acknowledged, and appreciated, for enabling the change to take place. The establishment of an ACBF Endowment Fund merits particular emphasis, driven by a committee that is determined to ensure growth in this investment.

**As we stand on the threshold of some of the most exciting times for Africa, we need to change our thinking, and our actions, to inspire more confidence.**

Progress has also been made in terms of our decentralized presence on the continent and we are thrilled to announce the signing, early in 2013, with the Kenyan Government, of a Host Country Agreement. We expect Ethiopia and Ghana to follow in 2013. In a similar vein we have welcomed a number of new countries as members of the ACBF – Ethiopia, Guinea and Namibia. South Africa provided us with a grant from its Renaissance Fund in recognition of the value of ACBF's work in Africa.

### The challenges

It is rare to find any business not impacted by the global financial crisis, so while we may have started 2012 on a high note, following our transition to SMTP III, we quickly had to adjust to the delays in receiving confirmed pledges from our member countries, bilateral partners and institutional partners. This meant that some of our programs were slow to start but as always, our African members came through in support and we received more than US\$5-million in advance disbursements to support us during those difficult times. Other pledges followed totaling US\$25-million, with the African Development Bank (AfDB) increasing its pledge from US\$12-million to US\$50-million and the World Bank committing to US\$100-million.

Big numbers though these may be, we also needed to do more to diversify the Foundation's sources of income. In 2012, ACBF began using new modalities of fund raising. We engaged for the first time with the Australian Aid Agency (AusAID) through the Australia Africa Community Engagement Scheme (AACES). AACES is a partnership of AusAID, ten Australian Non-Governmental Organizations (NGOs) and their Africa-based partners working across three sectors, namely, food security, maternal and child health and water, sanitation and hygiene. ACBF also raised funds from management fees in activities funded by the AfDB such as financing Zimbabwe's Country Capacity Development Program (ZCCDP) and entered into a partnership for monitoring and collecting development practices through an African Community of Practice (AfcOP) funded by the AfDB.



# MESSAGE FROM THE EXECUTIVE SECRETARY (continued)

One of the biggest challenges in any financial crisis is also one of its blessings: how to cut operating costs without affecting desired results. This requires some creative thinking and a critical eye. In discovering that a large percentage of our spending is used to provide technical assistance to member partners, we formed alliances and networks with countries that through our support, have developed well enough to “pass on” the knowledge, thereby reducing our involvement, and consequently our expenses. This ‘pass on’ system enabled organizations such as the Institute of Democratic Governance (IDEG) in Ghana to provide aid to Burundi, Kenya and Liberia. In Burkina Faso, Centre d’Analyse des Politiques Economiques et Sociales (CAPES), now offers support and services to other countries in the region, including, most successfully, Togo which was enabled to establish its own think tank. This model of doing business differently is expected to yield not only the desired cost savings but also to better utilization of existing capacity.

## **The state of capacity development in Africa**

There is no better tool, and many consider it to be the flagship of the ACBF, than the African Capacity Indicators Report (ACIR) to judge the status of capacity development. The report has enabled us to see a trend developing that clearly shows that capacity is improving across the entire continent. It also shows us that from 2009, when there were zero countries in the high category for capacity enhancement, we now had three in 2012. This is clear evidence that we are making progress in building implementation capacity. It further proves that a number of countries have put mechanisms in place to improve the quality of their decision-making and policy design.

Such good news comes at no better time given Africa’s predicted growth rate of, on average, 5,8% combined with the highly anticipated increase in global investment. Along with heightened optimism we are witnessing a sense of pride in the individual achievements, be they country, regional, business or individual. But we cannot get ahead of ourselves, as there is still much work to be done and, as a continent we are yet to make a dent in building dynamic capabilities, and this requires much more investment than even we, at the ACBF, can provide.

One of the clear solutions is to have the role of universities expand to work more effectively with business, government and civil society to achieve at least two important goals. The first is to redefine educational curricula to ensure graduates are employable. Secondly, such a collective should explore opportunities to finance research and innovation so that all sectors including among others, manufacturing, agriculture, energy, will have definitive information to drive implementation programs. The ACBF has an excellent track record in supporting collaborations of this nature, more recently acquiring grants for three of The Nelson Mandela African Institutes for Science and Technology (AISTs) universities to help them build this capability. Abuja will bring science and technology to the policy arena and embed education with learning and working to improve the quality and impact of the petroleum sector; Arusha will be focusing on the life sciences; and Ouagadougou will seek solutions to manage water and energy.

As rosy as the picture emerging from the ACIR reports is, there is still work to be done. Countries have not been very effective in building dynamic capabilities to manage the challenges ahead, whether they be climate change, economic diversification, or developing, negotiating and managing complex multi country contracts. ACBF’s focus under SMTP III on building productive capacity and addressing challenges in managing natural resources--the subject of ACIR 2013-- will go a long way to address these remaining gaps.

## **Capacity Development at work**

Transformation is the essence and driver of the ACBF. Ultimately we seek to create an enabling environment for change to positively impact on individuals and their communities. Sometimes I have the luxury of seeing for myself that our work at the ACBF is not just a report or a positive outcome on paper, but is visible in the effects of our work in the faces of the people. What ACBF does is not just reports on paper, but rather impacts that can be visually verified and absorbed in a person’s lifetime.

Such was the case when I travelled to South Sudan where we had introduced a new program for a brand new country based on the learning from our work in Rwanda and the lessons from the 2011 ACIR – Capacity Development in Fragile States, and the 2012 ACIR – Capacity Development for Agricultural Transformation and Food Security. Also included in the program for South Sudan were features from our evaluation of the SMTP II. In Juba we held a workshop to launch the capacity building program for the country, and I was reminded, standing on a Juba street, how much of an impact capacity development truly has. In this case mango farmers had been frustrated by not having markets because there had been no planning and policy development. Livestock management too had been an enormous problem, given there are more cows than people in the entire region, but few links to the herders. How capacities in the various ministries in Juba can be deployed to unlock potential in the mango and livestock area is something that can be observed over time and gauged as to its success. How fortunate we are to be able to see impact first hand.

## **The way forward**

The future for the ACBF is highly positive. It is not an egotistical statement to say that the ACBF has proven itself to be a credible and imperative resource for addressing critical issues on the continent. Countries listen to us because we have not been afraid - to use the North African proverb - “to tell the lion that his breath smells”. Africa is a lion on the move, is doing really fantastic things and there is great opportunity, but much remains to be done. As I said, as powerful and beautiful as the lion is, he does have bad breath and this is something that needs to be taken care of. I am happy to say that we at the ACBF have not been “eaten up” for our honesty; instead the lion brushed its teeth and took care to deal with the issues. It accomplished this by taking the toothpaste of policy reform and applying it to the toothbrush of implementation in the ensuing macroeconomic stability. The lion is now taking into its jaws the building of dynamic capabilities and applying this to university partnerships, in order to provide an environment for job creation for young people. This proves that the ACBF is highly influential in advisory areas and we continually experience African countries expressing their desire to improve their ratings by working with us to facilitate positive and meaningful outcomes for their critical issues.

One of the most exciting opportunities, not just for the ACBF, is that we have identified an emerging trend that shows African contributions to its own development increasing by up to ten times. This is a very positive signal particularly during Africa's growth phase because not only will this generate more wealth but it means Africa will be taking more responsibility for financing its own indigenous foundations, think tanks and civil society. This bodes exceedingly well for the ACBF as our testing with the new business model proved. We can go from the strength of 100 people to 1000 people just by networking think tanks. This tenfold increase in the reach of the Foundation could dramatically scale up opportunities.

With this in mind we have coined the phrase "kumi, kumi, 10 by 10". For every 10 people we impact, they should impact on another 10, until finally, in four years; we will have reached a staggering 50-million people. The past and present will impact on our future, especially because of the internal capacity we have built. This means that having secured our ability to manage and put in place strong controls, our stakeholders and funders are assured that their money will be well kept, and with the confidence that the ACBF will use the funds efficiently to push for more impact.

We have also noted, from two ACBF internal evaluations, that the Foundation has not been shy to tackle the more difficult issues of capacity development and has done so in unique ways using indigenous networks of people and ideas. This means that the Foundation has not been risk-averse but has taken calculated risks, managed them well, thus using limited resources effectively while innovating and learning for deeper results. Risks have been identified, measured and managed and the control environment has enabled risk taking to yield high returns.

The hidden quality of the ACBF is patience. We understand and accept that failures are lessons for learning, so that new and better strategies can be embedded, and this is what the Foundation has shown it can do especially when it comes to renewing itself, and not just its models of application but the way it works on the ground. So engrained is this concept of renewal, that it truly is the DNA of the Foundation.

Finally I am very proud that the ACBF continues to attract first-class staff and retain it. They absolutely embody the French term 'esprit de corps' in adapting to the difficult times we have faced in terms of reforms and restructuring. They are the ones that give the Foundation the mettle to energize and excite way beyond financial resources and other forms of support. Collectively they are the wings of the ACBF, it is their work and individual ethics that keep opportunities open so that all Africa's people can fly towards their dreams.

A handwritten signature in black ink, consisting of a stylized 'A' followed by a horizontal line.

Frannie A Léautier  
**ACBF EXECUTIVE SECRETARY.**

## OVERVIEW OF 2012

### STEPPING BOLDLY THROUGH SMTP III (2012 – 2016)

The Third Strategic Medium Term Plan (SMTP III 2012- 2016) of the ACBF was informed by the evolution of the Foundation's experience over the last twenty years, the impact the Foundation has achieved in the area of development and the demands from partners and stakeholders from the continent. SMTP III looks to assist countries in developing the capacity to formulate, analyze and manage the implementation of policies and programs, not only at the macro-economic level, but also at the sectoral, sub-national and regional levels. The strategy also seeks to develop and create space for dialog and to support access to information and the analytical capacity of non-state actors and parliaments to exert influence on policymaking and provide oversight. The strategic plan is an opportunity for ACBF to adjust its approach to emerging country specific and regional contexts and to become more flexible in its response to capacity needs. Through the new strategy, ACBF will be able to improve its effectiveness and further develop its capabilities in order to tackle new areas. , SMTP III is the result of a process of reflection and selectivity, aimed at concentrating on a set of strategic pillars for focused attention. Choices in the strategic plan are based on four elements: (i) which activities ACBF seeks to engage in and their link to the strategic drivers of transformational change; (ii) who ACBF wants to work with to deliver the strategy; (iii) where the focus of interventions will be; and (iv) how ACBF will deliver its strategic objectives.

The overall goal is for ACBF “to support activities that lead to the achievement of effective governance for real poverty reduction, by working to improve the capacity of the country and regional organizations that are primarily responsible for development and poverty reduction.

#### Three strategic key pillars for SMTP III

##### 1. Enhancing critical capacities to promote economic and social stability for transformational change, through:

- Developing leaders
- Building transparency and enhancing accountability of processes
- Improving participatory and inclusive decision processes
- Enhancing skills of individuals with service delivery responsibility and disseminating and sharing tools for efficient public sector administration and management.

##### 2. Enhancing capacity to engage and regulate the productive sector, through:

- Policy institutes and think tanks
- Efforts that support skills building of ministerial staff responsible for implementing policies through the restructured university partnerships that ACBF has developed over the years
- The Foundation will pay specific attention to investing in dialog and reflection on values that lead to good governance, working in collaboration with regional and country entities on a series of important themes
- Individual skills building efforts that are focused on ethics, integrity, and accountable governance.

##### 3. Enhancing capacity to track policy impact, through:

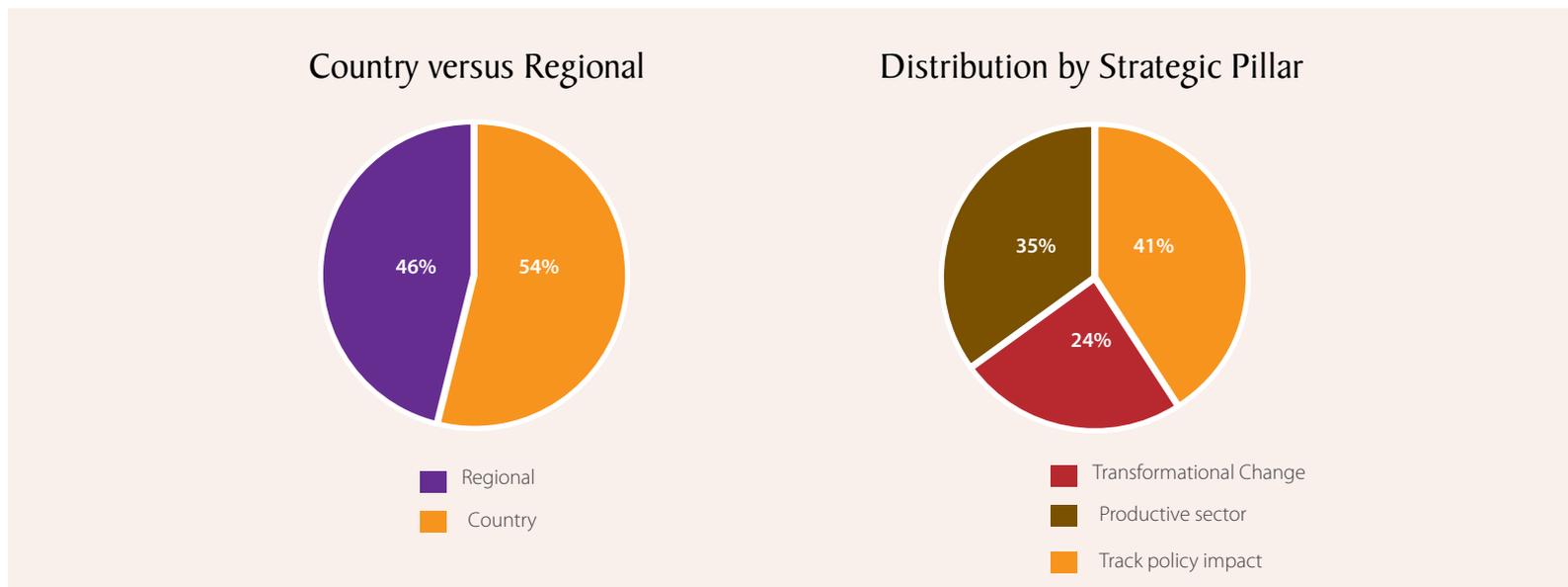
- Assessment of capacity at the country and regional levels
- Special emphasis on enhancing long term and strategic planning in key ministries as well as support to the statistical requirements for tracking policy impact.
- Activities aimed at developing a culture of evaluating public programs
- Strengthening policy advocacy capacity of non-state actors, intensification of effective oversight functions, and operationalizing efficiency of information disclosure and access systems.

#### Why these strategic priorities?

The continent faces several challenges. As an institution, ACBF has convening power and a reputation as a trusted advisor, due to its presence and footprint in Africa, and also due to its ownership structure, evidenced by a steadily increasing African membership. Currently, ACBF has 38 African members of a total of 46. ACBF also has lessons to share, which are invaluable to the continent. Some of these lessons help to ensure that capacity development programs are owned by and support the key processes of change and transformation in African countries. ACBF has garnered important lessons in using existing capacities at country and regional levels, while building a critical mass of skills, policies and tools needed to tackle development challenges. The new strategy underscores the need to adopt a differentiated approach to country and regional interventions, based on the diversity of environments, as well as a better integration in national coordination frameworks and country systems in order to achieve greater impact.

ACBF also recognizes that Africa is faced with a number of challenges that require different approaches to capacity development. The continent is endowed with many natural resources, leading to increasing competition . However Africa needs to work on developing the required skills and knowledge to manage these resources itself. Some of the issues the strategy seeks to address include: achieving better outcomes from negotiating effective agreements on the extraction and export of resources; investing in industrial capacity for intermediate processing and also for manufacturing, leading to value addition and job creation, providing education and employment opportunities for Africa's burgeoning youth population; developing regional markets and enhancing regional integration through investment in critical infrastructure; improving the ability of states to guarantee social and political stability, based on good governance, transparency and an effective public sector, and; developing the skills needed to transform agriculture and build manufacturing capacity for agro-processing; and for continual dialogue between actors such as the private sector and civil society, in order to better meet development objectives.

## SMTP III AND INTERFACE WITH DEMAND LANDSCAPE



## DEMAND FOR ACBF AND FOCUS AREAS

### NICHE:

Change in capacity business with demand for skilling and scaling from the private sector angle-niche in the area of building through university partnership.

### COMPETITIVENESS:

Growing external support to regional integration coincidences with increased internal aspirations -competitive ability in the programs supporting RECs and regional instructions.

### SCALE:

Growing global interest in ThinkTanks and Policy Alternatives -early adopter in supporting ThinkTanks including those for parliament and opportunity to work with them in different ways.

### NEW MARKETS:

Africa's resource wealth & its dependency on agriculture requires economic restructuring -opportunity for new business in NRM capacity building and capacity to transform agriculture.

## SECTION TWO

### OUR WORK



**Djibouti:** Signing ceremony for a USD2.7 million for the financing for the Financial Governance and Transparency Strengthening Project in the Republic of Djibouti, May 2012



**Zimbabwe:** Honorable Mr. Savatore Garang Mabiordit, 1st Undersecretary of Finance, Ministry of Finance and Economic Planning, South Sudan officially receiving the Grant Agreement for USD 2.250 million for the South Sudan Capacity Building Project, June 2012.



## 2012 APPROVED GRANTS

PROJECTS APPROVED FOR THE OPERATIONAL DEPARTMENT FOR EASTERN & SOUTHERN AFRICA		
PROJECT	PROJECT OBJECTIVE	AMOUNT USD
African Union Capacity Building Program, (AU-CAP) Ethiopia	To support the institutional transformation processes of the Commission of the African Union and the implementation of the AU Strategic Plan through strengthening human and institutional capacities of the AU secretariat; including the policy interface framework for the AUC to engage more effectively with RECs and other AU organs.	5,000,000
Coordination, Institutional Strengthening and Policy Influence Project (CISPI)/CANGO II, Swaziland, National Project	To strengthen capacity of CANGO to contribute to the creation of an enabling policy environment in Swaziland and to build CANGO to effectively engage in policy development in Swaziland.	1,300,000
The Economic and Social Research Foundation (ESRF IV) Improving public policies in Tanzania, National Project	To enhance the analytical skills of relevant MDA staff in economic policy analysis; improve the advocacy skills of non-state actors for effective participation in economic decision making and increase the institutional capacity of ESRF for the sustainability of its operations.	2,000,000
The Food Agriculture and Natural Resources Policy Network (FANRPAN), South Africa: Strengthening Capacity for Food, Agriculture and Natural Resources Policy Research and Advocacy in East and Southern Africa, Continental Project	To strengthen the capacity of the Food Agriculture and Natural Resources Policy Analysis Network (FANRPAN) to support development of food and natural resources policies in East and Southern Africa.	3,000,000
Institut de Développement Economique (IDEC IV) Improving long term sustainability of capacity in policy research and analysis in Burundi, Burundi, National Project	To develop public policy-making through policy research studies and dissemination, training and knowledge sharing by enhancing the institutional and human capacity in the public and non-public sectors in economic policy analysis; raising the awareness of the general public about development issues in Burundi; and strengthening the institutional and human capacity of IDEC.	2,200,000
The Institute of Policy Analysis and Research (IPAR RWANDA), Rwanda, National Project	To improve Rwanda's economic performance in achieving the development objectives defined in the country's Vision 2020.	2,150,000
Capacity Building for Strengthening Professional Public Administration and Management of Urban Local Authorities (MDP-ESA), Regional Project	To contribute to improved participatory and inclusive urban governance and accountability in public service delivery through: (i) piloting design, implementation and monitoring of public-private partnership initiatives in local public service delivery; (ii) encouraging capacity interventions in participatory budgeting, and (iii) using ITC facilities to build knowledge and peer learning networks on service delivery.	2,000,000
Mandela Institute for Development Studies(MINDS), Regional Project	To enhance policy formulation and implementation in Africa through building on human and institutional capacity of MINDS to achieve its mandate and increasing the understanding of Africa's heritage and its relevance to Africa's governance and economic development issues.	900,000
Southern African Development Community Parliamentary Forum (SADC – PF II), Regional Project	To improve capacity for parliamentary oversight, representation and law making in the SADC region through (i) Strengthening capability of MPs and their staff to effectively perform their respective roles, (ii) Strengthening knowledge sharing and inter-Parliamentary Networking.	2,800,000

## PROJECTS APPROVED FOR THE OPERATIONAL DEPARTMENT FOR WESTERN AND CENTRAL AFRICA

PROJECT	PROJECT OBJECTIVE	AMOUNT USD
African University of Science and Technology , (AUST Abuja), Nigeria, Regional Project	To improve the quality of higher education in science and engineering in Africa for effective technological innovations in support of the economic development of Africa by (i) augmenting the teaching potential and research facilities of 2iE in delivering its mandate; (ii) strengthening the institutional capacity of AUST for a sustained expansion of qualified human resources in science and technology; (iii) improving upon the managerial capabilities of NM-AIST for its operational effectiveness; and (iv) enhancing the institutional capacity of NMI for the effective coordination of institutions specializing in science and technology education across Africa.	3,600,000
International Institute for Water & Environmental Engineering (2iE) in Burkina Faso. (2iE Ouagadougou), Burkina Faso, Regional Project		3,600,000
Nelson Mandela - Africa Institute of Science and Technology (NM AIST) Tanzania, Regional Project		3,100,000
Association of African Universities Capacity Development Project for the Revitalization of Higher Education Institutions (AAU-CADRE PHASE II), Ghana, Continental Project	To improve the performance of African tertiary education institutions and capacity of the AAU Secretariat to deliver on their mandates.	3,500,000
Centre International de Formation des Acteurs Locaux-Ouagadougou) or CIFAL-Ouagadougou (CIFAL, Ouagadougou), Burkina Faso, National Project	To improve the effectiveness of local governance in Francophone African countries through strengthening the capacity of local actors to efficiently manage public service delivery; and enhance the effectiveness of CIFAL in delivering its mandate of capacity building of local actors .	1,600,000
The Centre Mauritanien D'analyse Des Politiques (CMAP Phase III), Mauritania, National Project	To improve the resilience of the Mauritania economy to internal and external shocks by enhancing analytical knowledge of CMAP in addressing key development priorities in Mauritania; improving agricultural policy environment for sustained productivity; strengthening managerial capabilities in the public administration and enhancing youth employment policy analysis	3,000,000
The Economic Policy Management Program at the University of Ghana ( EPM – GHANA IV), Ghana, Regional Project	To improve the performance and efficiency of the public sector in the Anglophone West Africa sub-region through enhancing the skills and competencies of policy analysts and economic managers in the public sector and strengthening the institutional and human capacities of the University of Ghana.	3,650,000
Femmes Africa Solidarité (FAS) - Masters' Degree Programme in Gender and Peace Building, Senegal Regional Project	To empower a cadre of specialists to incorporate gender perspectives and dimensions in peace building processes in Africa by establishing a Masters' Degree course in Gender and Peace building in English and French for women and men, and strengthening the institutional and human capacities of key institutions to deliver the program	2,500,000
Projet de Renforcement des Capacités en Statistiques de la République Centrafricaine (PRCS-RCA), Central African Republic, National Project	To improve Government's decision-making at central and local levels for economic growth and poverty reduction, by sustained development and consolidation of the National Statistics System.	1,263,000
Projet de Formation en Management du Secteur Public Université Omar Bongo/ ENA Libreville (PSMTP ENA), Regional Project	To improve public sector performance and efficiency in Francophone Central Africa and the Indian Ocean Region by: (i) strengthening institutional and human capacity of PSMTP to effectively deliver a sustainable graduate program in Public Sector Management, (ii) enhancing the skills and competencies of mid- and senior level managers of the public sector, (iii) Strengthening networking between institutes of public administration/management (IPAs).	3,115,000

## FINANCING FOR INNOVATION

### **The Facility for Financing Innovative Capacity Development Interventions (FICAD)**

With the transition from the SMTP II to SMTP III in 2012, ACBF introduced a new instrument designed to finance innovative ideas on the African continent. The instrument, known as the Facility for Financing Innovative Capacity Development Interventions (FICAD) – previously referred to as the Capacity Development Marketplace (CDM) started a new way of doing business for the Foundation during the transition. FICAD provides the Secretariat with authorized funding for innovative ideas with a quick turn-around period and supports only those innovative capacity building interventions or processes that require small levels of funding, which enables the Foundation to try out new ideas. FICAD was introduced to respond timeously to requests for the financing of small, innovative projects through a transparent and accountable process. The funded projects assisted the Foundation in supporting activities that reform critical practices and processes in the public sector, civil society and private sectors

### **Uganda Allied Chamber of Commerce, Industry and Agriculture, Uganda**

The ACBF funded a project for the adoption / development of appropriate technology for large scale utilization of wasted forest residues in Uganda which was submitted by the Uganda Allied Chamber of Commerce, Industry and Agriculture (UACCIA). The program showed innovation in being the first to use finger jointed lumber from thinnings in Uganda, which increased returns to both private planters and public forest resources in an effort to meet the shortfall in demand for forest products. The collaborative approach was distinctive in that it also created employment for the local people, increasing community livelihoods and improving the living standards of the poor and vulnerable. The project in Uganda has already begun the establishment of four regional industries in the districts of Mbale or Jinja, Nakasongola; Mubende; Kabale or Mbarara. In the coming years it is planned that the project will increase the forest investment base and cover, improve environmental management and mitigate climate change in neglected communities.

### **Youth Exchange and Study (YES) Program, Nigeria**

FICAD also supported the Youth Trade pilot project in Nigeria. Working closely with the United States based Youth Exchange and Study (YES) Program, YouthTrade works closely with the Nigerian Government to address youth unemployment and create sustainable jobs. The YouthTrade approach is unique as it starts where all government supported youth projects end, by supporting entrepreneurs to brand their products through Youth Trade, publicize the products as a way of opening markets and accelerating entrepreneurial ventures. YouthTrade is also working with existing entrepreneurs to create a marketplace for youth products, so building up the demand side.

### **Zambia Evaluation Association (ZEA), Zambia**

The Zambia Evaluation Association (ZEA) is creating awareness of the need to design good projects by building monitoring and evaluation systems into projects and programs. During the course of 2012, the ZEA worked on promoting wider dissemination of results of various project evaluations through workshops, seminars, distribution of hard copy documents and encouraging other stakeholders to avail their research results on their websites.

### **Training for Employment & Entrepreneurship (T4EE), Malawi**

T4EE is an initiative to equip unemployed graduates in Malawi with skills to enable them to prepare for employment and/or entrepreneurship. T4EE intervenes by offering a training scheme which has two main objectives: (i) to make graduates more prepared for the workplace, and (ii) to equip them with entrepreneurship skills. In addition to giving them a general understanding of the operations of a business environment, and detailed training in work ethics and other related areas, this program aims to link graduates with industries where their skills will be appropriate and useful. The Entrepreneurship skills development involves encouraging the setting up of businesses involving 3 – 5 individuals from among the project participants including guidance by a mentor, who will be a person with extensive experience of the business world.

### **Africa Unbound on Radio (Regional)**

With the support of FICAD, Africa Unbound on Radio launched in five countries: Ethiopia, Ghana, Nigeria, Sierra Leone, and Zambia. Partner radio stations in these countries broadcast a half-hour radio program on a weekly basis, and Africa Unbound provides broadcast-ready programming for the stations to air. Africa Unbound also signed partnership agreements with radio stations in Nairobi and Washington DC (Howard University's channel on Sirius XM, with 18.1 million subscribers in the US and Canada). The program also streams online through [africaunbound.org](http://africaunbound.org). The main objective of the radio program is to raise awareness that each of us is a critical agent of change, and when we recognize our role as such, we are able to contribute to the development of our communities. The shows feature individuals that are using their talents and resources in innovative ways to address specific needs in their communities. The radio programs will also be used to promote the services provided by the organizations including Mentorship, Internship and Entrepreneurship Development programs.

### **The Development Reality Institute (DRI), Zimbabwe : Strengthening Youth Capacity in Climate Change Mitigation and Adaptation in Africa Program**

The project focuses on youth and climate change, with the premise that young people are the intermediaries between generations and have an increasingly vital role to play in ensuring that the present young generation takes responsibility for a clean and habitable earth. The project seeks to build consensus and understanding by the youth around the issues of climate change and sustainability, as well as addressing the knowledge gap among local communities.

### **Feasibility Study for the creation of a Commodity Exchange in Cote d'Ivoire**

The project conducted a feasibility study in Côte d'Ivoire, to assess the potential and the possible conditions for creating and running a commodity exchange based on a warehouse-receipt system. This exchange would include transactions involving all the country's agricultural commodities i.e. cash and subsistence crops. The study was carried out in partnership with the Ethiopia Commodity Exchange Institute (ECXI) whose successful exchange model has achieved worldwide recognition. The project was implemented by the International Cocoa Organization (ICCO).

## ACBF PORTFOLIO QUALITY IN 2012

The overall quality of the portfolio significantly improved in 2012, compared to 2011. The percentage of projects ranked satisfactory increased by 8 points, from 63% in 2011 to 71% in 2012. The trend of projects rated unsatisfactory shows a continuous decrease, from 21.3% in 2010 to 11.1% in 2012.

The Foundation has evolved into a systemic risk management organization. Whereas in 2009, three risks required urgent action, in 2012, there is no such risk. The current project risk environment is very stable for procurement, financial controls and systems and processes and more attention will be focused on three risks: Reporting; Projects co-financing; and Monitoring and Evaluation. The latter relating more to projects that were approved before SMTP III.

Follow up actions have been put in place to manage the above risks. The management actions are further bolstered by the ongoing retrofitting of the portfolio to embed a Results Measurement Framework and systematic follow up and reporting on management actions that will enhance the capacity and thrust of the Foundation to track not only the quality but also the effectiveness and impact of its interventions.



## MEASURING IMPACT AND QUALITY OF THE ACBF PORTFOLIO

### Mainstreaming of Results Based Monitoring & Evaluation

In 2012 there was an increased effort by the Monitoring and Evaluation Department to incorporate results based M&E into all of the interventions of the Foundation, at corporate and grantee levels. M&E activities in ACBF consist of upstream- initiation, design and approval; midstream- implementation, monitoring and reporting; and downstream- evaluation and closure. The M&E Department as at March 2012 had a full complement of four. The department was able to augment its support to the grantees as well as intensify its participation and support of the grant appraisal and review process. The increased participation of the department has led to a significant improvement in the quality of the appraisal documents in terms of the underlying results logic and the M&E arrangements. The department is part of the Project Review Committee (PRC) for the review processes from Project Identification Note (PIN) stage, to incorporation of the Results Measurement (RMF) and M&E Plans before negotiation and signing of a grant. In 2012, a number of key M&E activities were implemented aimed at enhancing the capacity of the Secretariat and grantees to design and implement, monitor, evaluate and report on the progress of implementation and achievement of results.

### Key activities and achievements:

#### Support for appraisal and development of Project and/ or Program RMFs, M&E and Implementation Plans

During 2012, a total of 62 projects were supported to develop and/ or refine the RMFs and M&E Plans. The department also provided on-site support including training and guidance for the design of RMFs, M&E and Implementation Plans in 26 projects in line with ACBF's M&E requirements. The projects and or programs supported included both new (at appraisal level) - and those that were ongoing and needed technical support to enable them to deliver on their M&E requirements.

#### Training of Grantees in the design and operationalization of their M&E system

A total of 134 participants from 70 projects, 29 from West and Central Africa and 41 projects from the Eastern and Southern Africa operations departments were provided with a two week practical training in Accra Ghana and Zanzibar, Tanzania. The training focused on the design and operationalization of M&E systems at grantee level and participants were taken through the basic M&E concepts, ACBF M&E architecture and a step-by-step approach to the design and operationalization of a project M&E system. Of the 134 participants, 60 were from the West and Central Africa region and 74 from the Eastern and Southern Africa region. Post training assessment indicates that over 70% of participants reported improvements in their M&E knowledge and skills and also that, as a result of the training, they will be better able to monitor and report on their projects and programs.

#### Technical support to Staff

Technical support included individual coaching on the design and or review of RMFs, M&E and Implementation plans and the review of terms of reference and Midterm Review reports provided to the Operations Departments, including eight (8) officers who participated in the two Regional M&E training workshops organized by the M&E Department.

### Evaluations

The evaluation of ACBF's SMTP II was completed. The department initiated 4 evaluations comprising three end-of-project evaluations - CAPOD-Benin, ZCSMBA-Zambia, MSCBP-Rwanda and one thematic evaluation of Policy Institutes/Think Tanks supported by ACBF since 1992. All three end-of-project evaluations were at an advanced stage at the end of 2012 and will be completed by mid-2013. The thematic evaluation will be conducted in 2013. Other evaluation activities included oversight and provision of quality assurance for the AusAid evaluation of the Zimbabwe Food and Water initiative. In 2013 the department will undertake a meta-analysis of the past evaluations of training, SMTP I & II and the Knowledge & Learning function.

### M&E Management Information System (M&E-MIS)

The department in the 2012-13 plan will design an M&E Management Information System (M&E-MIS), to help consolidate monitoring and reporting information as well as improve performance management in the Foundation. The system will enhance timely and quality planning, implementation and reporting from ACBF funded projects and programs.

### Support to departments and collaborative internal M&E Activities

In 2012, the M&E Department made an effort to assist all other departments in the development of RMF workplans. The Corporate Services Department (CSD) was assisted in the process of assessing the midterm performance of the current Travel Service Provider and the recruitment process for the new provider. Knowledge & Learning was supported during the process of selecting the authors of the Africa Capacity Indicators background papers. The M&E department was instrumental in reviewing and revising of the objectives and outcomes of the recently completed ACBF ICT strategic plan for the Finance Department.

### Development of M&E Manual

The department has completed the development of a Monitoring and Evaluation Manual to guide both the Foundation and its partners in the design and operationalization of their monitoring and evaluation systems for dissemination by June 2013.

### Performance on the Regional AID (RIDA) I Indicators

In line with the Regional IDA (RIDA) funding requirements, the department provided support to the beneficiaries approved under RIDA I. The support included review of the RMF and M&E Plans and training on the M&E requirements including performance reporting schedules. By the end of 2012, 10 out of 13 projects approved were effective. Information gathered on the agreed RIDA I indicators shows that the Foundation has made tremendous progress in achieving most of its targets.

## PROJECT AND PROGRAM HIGHLIGHTS



### KIPPRA'S EXPERIENCE IN SUPPORTING POLICY MAKING IN KENYA, TEN YEARS ON

The Kenya Institute for Public Policy Research and Analysis (KIPPRA) was established on 9 May 1997, and commenced operations in 1999. The Institute's vision is to be the leading public policy research and analysis institution, and an international center of excellence. KIPPRA's partnership with ACBF has been critical in the development of the Institute's capacity over the last 10 years, spanning two phases of programmed funding. The Institute has worked closely with the Government of Kenya and the private sector in formulating public policy. Given that the Institute's primary mandate is to conduct objective analysis leading to policy advice, the success of the Institute could, to a large extent, be measured against its contribution to the development of medium and long term economic blueprints such as the Economic Recovery Strategy (ERS), and the Kenya Vision 2030. The development of appropriate tools for macroeconomic analysis, such as the KIPPRA-Treasury Macroeconomic Model are also noteworthy, as are the quality of its research outputs, including the Kenya Economic Report, KIPPRA's capacity building and the Institute's participation in government-appointed taskforces.

#### Development of Economic Blueprints for Kenya

KIPPRA has played an instrumental role in the preparation of medium and long term policy perspectives of the Government of Kenya, and especially the Economic Recovery Strategy (ERS) and the Kenya Vision 2030. In 2002/2003, the Institute spearheaded the development of the Economic Recovery Strategy (ERS) for Wealth and Employment Creation, in collaboration with various stakeholders, and especially the Ministry of Planning. The five year strategy (2003-2008) saw the Kenyan economy recover from a low growth rate of 0.5% in 2002 to 7% by end of 2007, and reduction of the proportion of Kenyans living below the poverty line by about 10 percentage points. After the ERS implementation period, KIPPRA conceptualized another longer-term economic growth framework that would propel the country towards the status of newly industrialized country by 2030. The starting point was the development of a framework establishing the National Economic and Social Council (NESC), which would drive the long term vision of the country.

#### Development of Tools for Macroeconomic Analysis

Prior to the year 2000, the Government of Kenya had been relying on expatriate expertise in developing tools for macroeconomic policy analysis. From inception, KIPPRA realized the need to develop a macroeconomic model for Kenya, and further to ensure that it is institutionalized and that capacity is built within the government and KIPPRA for sustainability. The KIPPRA-Treasury Macroeconomic Model (KTMM), which was developed in 2000, is an economic forecasting tool, used by the government in the preparation of the fiscal strategy paper and the Budget Outlook Paper, thus improving the budget-making process in Kenya. The model, which has been improved over the years, has for example been used to run policy simulations for the studies on the role of Overseas Development Assistance (ODA) in achieving the Millennium Development Goals (MDGs), and on Affordable Secondary Education. These studies were extensively used by the IMF. The model is also widely used in preparing government documents such as the Fiscal Strategy Paper.

#### Quality of Research Outputs

KIPPRA's main research products include the Kenya Economic Report, discussion papers, client reports, policy papers and briefs, journal articles, media articles, and workshop reports. Others include conference proceedings, biannual newsletter, training manuals, and occasional papers. KIPPRA publishes over 50 publications. The Institute also sells and distributes over 30,000 hard copies of its publications and reports annually. Since 2009, the Institute has been producing the Kenya Economic Report, which is a comprehensive annual report on Kenya's economic performance and prospects for the next three years.

#### Capacity Building

KIPPRA has been very effective in building indigenous capacity in public policy analysis within the government. However, the Institute still needs to do more so that there will be less reliance on the Institute in undertaking certain tasks. While capacity building in government has mainly focused on the Executive arm of government, KIPPRA now recognizes that there are capacity gaps in the Judiciary and the Legislature, especially in appreciating the policy making process and implementation.

The Institute's flagship is the one-year KIPPRA Young Professionals (YP) training program, which began in 2003. Ten to twelve officers from the public and private sector are recruited every year for a one year hands-on training program, during which they undertake rigorous courses in public policy analysis and formulation. Over 80 professionals have gone through the program and the majority has returned to government to serve in senior positions in the planning units of various government agencies. KIPPRA has also been instrumental in establishing the Kenya Private Sector Alliance (KEPSA).

#### Policy Influence through Participation in Taskforces

KIPPRA has partnerships with government ministries, departments and agencies through policy working groups and taskforces. These forums enable the Institute to provide policy advice and also to pick up the views and policy concerns of the government. This is an important means of interaction, as it creates avenues through which research findings can be used directly in policy formulation, especially where the mandate of the working group is policy formulation. On average, KIPPRA participates in about 25 government taskforces every year.





## NGOCC AND THE ACBF: A 13 YEAR PARTNERSHIP THAT IS BUILDING HUMAN AND INSTITUTIONAL CAPACITY FOR ADVOCACY BASED ORGANIZATIONS IN ZAMBIA

NGOCC and the Foundation have been in partnership since 2000, with a focus on building the human and institutional capacity of civil society organizations in Zambia. Three key lessons have emerged from this partnership. The first is that institutional capacity is critical for advocacy based civil society organizations for sustained engagement and participation in key policy processes. The second lesson is that the relationship between the technical partner and the grantee must transcend mere provision of financial support and engage in key issues of development. The third is the need for flexible support that allows for immediate engagement on civic issues. A key achievement for the NGOCC in 2003 was the inclusion of Basic Minimum Standards on women's rights in the Zambian Constitution. With assistance from the ACBF, the NGOCC was able to bring together Zambian civil society organizations, to develop a strategy for inclusion of the Basic Minimum Standards. The current debate on the Constitution in Zambia has included the NGOCC's recommendations. Advocacy for this inclusion has taken 9 years, which shows that capacity development and civic engagement require patience and effort. In 2012, the Basic Minimum Standards was discussed at the Women's National Constitutional Conference. A key element was the participation of stakeholders in the public consultative process.

NGOCC has over the years created various fora and platforms for engagement. The Oasis Forum to advocate for a people-driven constitution working with other civil society organizations, members of the public and government in order to promote fundamental principles of a good constitution; the Civil Society Elections Coalition as an elections monitoring and advocacy forum, and the NGO Insaka as a collective forum for umbrella organizations to champion joint advocacy for the repeal of the NGO Act.

*"Institutional capacitating is critical for advocacy based civil society organizations for sustained engagement and participation in key policy processes. Partnerships must graduate from just mere provision of financial support, to more engaging mechanisms on key development aspects that are so critical to complimenting the capacity building being facilitated. ACBF's approach of bringing together its grant partners on selected development questions goes a long way in bringing closer to implementers expert knowledge that, once innovatively applied, could have a multiplier effect on the development agenda."* (NGOCC, Zambia)

Remaining challenges for NGOCC include limited influence on policy issues: a number of NGOCC's recommended interventions have not been matched by an equal response and commitment from the political players with regard to policy implementation, and inadequate financial capacity slows down implementation of projects. There is also a high turnover of professional staff due to poor remuneration and uncertain funding opportunities for continued personal development and advancement; weak governance and management systems as Organizational Development is still a relatively new concept

among civil society organizations This is compounded by highly priced external audit services which are unaffordable for many organizations; the changing donor landscape arising from the global economic recession has resulted in dwindling donor funding, and particularly of gender programs; insufficient M&E skills and expertise due to lack of resources for many civil society organizations especially the smaller ones and limited ICT skills among member organizations which hinders their capacity to influence policy .



## CENTRE D'ANALYSE DES POLITIQUES ECONOMIQUES ET SOCIALES (CAPES), BURKINA FASO

*"Improving economic management, participatory and evidence based policy making in Burkina Faso"*

In its third phase, CAPES attained three major achievements : (1) the establishment of the Strategy for Accelerated Growth and Sustainable Development (SCADD 2011-2015), which plots the economic and social policy of Burkina Faso (ii) the development of an Action Plan for implementation of the National Policy for Capacity Building (PNRC) and (iii) the formulation of a program to scale up implementation of the National Gender Policy (NGP) to build the capacity of stakeholders working in the Department and to support the development of five priority programs: (1) the socio-political Women Empowerment Program in Burkina Faso, (2) the control, monitoring and evaluation of the implementation of the Burkina Faso National Gender Policy (3) the Program for women's access to basic social services in Burkina Faso (4) the Burkina Faso women economic empowerment Program, and (5) the dialogue with traditional and religious leaders on women's rights.

Non-state actors now have more influence in national policy formulation; and participatory dialogue processes have taken shape. This new form of cooperation between all stakeholders has been brought about by the use of training tools for poverty analysis, which brings together development actors involved in the fight against poverty (the public and private sectors and civil society); training on Gender Budgeting has benefited public sector employees as well as civil society and the private sector. Policies and programs are starting to embed gender issues, along with the construction of gender-specific indicators. Journalists are being trained in the diagnosis and analysis of macro-economic indicators, in order to relay critical economic information clearly. This training has been aimed at providing the tools and skills to question public policy outcomes.

## PROJECT AND PROGRAM HIGHLIGHTS (continued)



### THE AFRICAN RESEARCH AND RESOURCE FORUM (ARRF) ESTABLISHES THINK TANK NETWORK EASTERN AFRICA (TTN-EA)

In 2012, the Africa Research and Resource Forum (ARRF) established the Think Tank Network Eastern Africa (TTN-EA). Current membership is 12 leading national think tanks, of which 6 are ACBF funded. In November 2012 the first think tank conference was held in Arusha, Tanzania under the theme "Harnessing knowledge for regional integration and development in Eastern Africa". One of the major capacity development lessons that ARRF has learned is the importance of 'joint diagnoses' of capacity constraints with potential beneficiaries. It has become apparent that pre-determined solutions by project promoters will not always be accurate in addressing the real challenges faced by intended beneficiaries. Another lesson is that for a regional policy institute to network and establish synergies there is need for a platform such as the TTN-EA bringing about closer interaction between both national and regional institutions to improve efficiency in research, and enable the efforts for establishing and maintaining policies for regional integration.

*"Individuals and organizations setting out in capacity development programs need to have much more than the funding, if they are to make an impact. Such strengths as convening power, extensive networks and links to policy processes are key in the conversion mechanism between financial investments and capacity development outcomes."* (ARRF, Kenya)

As a regional think tank, ARRF also recognizes that regional integration requires long term capacity development which aims at exposing national policy researchers to broader contexts at the regional level, and improvement of collaborations across countries to find potential solutions to local problems from the resources of others. Capacity development in the long-run should aim at promoting the use of multi-disciplinary approaches in analysis and interpretation of problems, leading to more practical and widely appreciated solutions. Challenges still remain in networking the national policy institutes to garner interest in each of their core focus areas. This particular networking would enable a sharing of lessons not only with regard to human capacity but also in building institutions.

Emerging regional policy issues for the East African region: ARRF has identified four key policy issues for the East Africa bloc. The first is the natural resource "boom" of the region with oil reserves in Kenya and Uganda, mining and natural gas deposits in Tanzania and oil in South Sudan. This needs immediate attention. The second policy issue for the region is the debate on East African Community regional integration. The third issue is peace and security in the region as a whole as a pre-requisite for development to take place; and the fourth is the development of partnerships with emerging countries and those of the Eastern bloc.



### CELLULE D'ANALYSE DE POLITIQUE ECONOMIQUE (CAPEC-CIRES), PHASE III, COTE D'IVOIRE

*Re-kindling the policy environment in Cote d'Ivoire*

In 1993 the Cote d'Ivoire Centre for Economic and Social Research (CIRES) set up CAPEC with the aim of strengthening local capacity in the analysis and management of macro-economic policies, given the economic difficulties facing Côte d'Ivoire. In its third phase of funding, CAPEC is currently concentrating on consolidating and enhancing institutional capacity for policy analysis and formulation; as well as the human capacities of the Ivorian public administration, the private sector and civil society in the area of economic policy analysis and management of development; developing a more responsive research agenda based on policy challenges faced by Cote d'Ivoire in the short, medium and long-term; enhancing CAPEC's role in the area of applied research, strategic and prospective studies and advice to decision-makers; and diversifying its resources.

#### Current research focus

*Performance and Effectiveness of Fiscal System of Côte d'Ivoire with a focus on public finance*

(i) evaluate the performance of the tax system, ii) analyze the impact of taxation on economic activity, iii) assess the impact of taxes on the well-being of households, iv) study the effect of the tax reforms and the extent of revenue collection, v) determine the taxes that would be more amenable to political and fiscal measures, thus increasing the leverage for raising government revenues.

*The price of transportation as it affects the price of food as part of the analysis of the cost of living in Côte d'Ivoire.*

Consumers regularly complain that any reduction in the price of transport has much less impact on food prices than raising them. The objective of this study is to empirically test this claim by highlighting the contribution of transport costs to soaring food prices

*The problem of reintegrating ex-combatants in Côte d'Ivoire*

Using a theoretical model, analyze reintegration strategies that minimize security risks. Specifically, the intention is to propose a framework for analyzing the security risks related to Disarmament, Demobilization and Reintegration (DDR) and identify those actions to reintegrate ex-combatants that will reduce all types of insecurity.

*Analysis of the impact of Social Norms on Business Performance in Côte d'Ivoire*

To analyze the effect of social norms on corporate performance in Côte d'Ivoire in order to provide decision makers with empirical results that will be used to improve the performance of companies in the context of ensuring sustainable and profitable growth in the re-distribution of employment and income.

## ENDOWMENT AS THE BEST WAY FOR SUSTAINING ACBF'S OPERATIONS

Following the global economic crisis, funding for international organizations has declined. Both governments and corporations are more rigorously controlling their limited aid budgets. Yet governments continue to be the primary funders of international organizations, despite efforts to gain private sector support, and the bulk of financing continues to be provided by industrialized countries. It is therefore to be expected that African Member Countries would take over the financing of ACBF from its non-African Partners. Endowments are the best way to ensure dependable sources of income for nonprofit organizations.

An Endowment Fund is an investment fund from which regular withdrawals from the revenues generated by an invested capital are used for ongoing operations or other specified purposes. Endowment funds are often used by nonprofits, universities, hospitals and churches. They are funded by donations. In the case of ACBF, a "True Endowment Fund," in which funds are received from donors with the caveat that the principal or gift amount is to be retained in perpetuity and cannot be spent, is the preferred option, rather than a "Term Endowment Fund" in which all or part of the principal may be expended only after the expiration of a stated period of time or the occurrence of a specified event, depending on donor wishes.

African countries have demonstrated their trust in ACBF as their partner of choice in building indigenous capacity for sustainable economic growth and poverty eradication. Contrary to the theory sometimes expounded, that, after 20 years of capacity building, Africa should have capacity by now, there is widespread consensus that successful economic diversification requires increasing levels of capacity. Many African economies are now on a sustained growth path and, as a result, their capacity needs are on the rise. Experiences in other regions of the world have shown that capacity development is the only way for countries to exert ownership of their development processes. Continuous reliance on external technical assistance will not transform Africa from a perpetual provider of raw materials to a significant player in international trade.

It is largely recognized that Africa has made significant progress in policy making over the last twenty years and now needs to focus more on implementation. This explains why, starting with the SMTP III, ACBF has sought to address a wide range of capacity challenges by means of diversified and innovative policy advice. ACBF needs a sustainable and predictable stream of financial resources in order to continue giving effective support to African countries. This can be achieved only if African members take up the driving role in financing the Foundation. This leading role is predicated on the following grounds:

- The need to reinforce Africa's ownership of ACBF after 20 years in operation;
- The vastly transformed development prospects for Africa going forward, compared to the first 20 years of the Foundation's existence, making it possible for countries to contribute more towards their own development than when ACBF was created;
- The expanding and increasingly sophisticated capacity needs of African countries as they make the transition from fragile and post-conflict through reforming to middle income status and beyond;
- The imperative of the capacity needs of resource-rich but capacity poor countries, as well as for regional integration;
- Africa continues to pay large sums of money in foreign technical assistance; substantial savings could be made through sustained investment in domestic capacity; and
- ACBF has a proven track record in the capacity development field, having played the role of custodian of funds provided for capacity development in Africa, as well as partner in formulating and implementing strategic capacity development programs in individual countries; funded at the appropriate level, the Foundation could intensify this partnership with African countries.

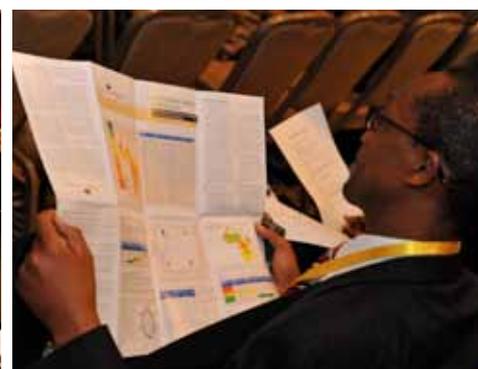
There are several possible means by which ACBF's African member countries may contribute to an Endowment Fund for ACBF, beside their current fiscal revenue streams. These avenues will be reviewed at the 22nd Meeting of the ACBF Board of Governors to be hosted in Libreville by the Government of the Gabonese Republic in June 2013.



**Uganda:** Singing ceremony for a grant of USD 2.650 million for the fourth phase of the Economic Policy Management Programme (EPM Phase IV), Makerere University, Uganda, September 2012

## SECTION THREE

### GENERATING KNOWLEDGE AND DIALOGUE SPACES



## 2012 AFRICA CAPACITY INDICATORS REPORT

### CAPACITY DEVELOPMENT FOR AGRICULTURAL TRANSFORMATION AND FOOD SECURITY

Agriculture is significant for most African economies, both in terms of GDP and employment. Despite some improvements, the sector has faced many constraints to a transformation that will lead to a food secure continent, For the most part, production lags behind population growth, fostering food insecurity and widespread vulnerability. Policy reforms have so far brought only mixed results, while measures to boost output have been undermined by declining aid, limited market, weak value-addition and low world prices for key agricultural exports.

To overcome the legacy of the past neglect of agriculture, many governments have raised producer prices, liberalized marketing and carried out other policy reforms in recent years, as part of broader strategic programs. The results so far have been mixed. Financially strapped African governments have not been able to devote significantly greater budgetary resources to agriculture. The private sector has made an impact, but not enough to have agriculture drive economic growth and job creation. Meanwhile, external assistance to the sector has tended to stagnate or decline and the downward trend of world market prices for many of Africa's key agricultural exports has frustrated efforts to earn more from increased output. There are also new challenges such as climate change and water insecurity that the continent has to contend with. It is within this context that the ACBF has published the ACIR 2012 on the theme Capacity Development for Agricultural Transformation and Food Security. Agriculture helps eradicate poverty in three important ways it increases productivity and incomes of the majority of Africa's poor who work primarily in agriculture; it reduces food prices, which affect real incomes and poverty in urban areas; and it generates important spill-overs to the rest of the economy.

#### The Report recommends four major areas that need to be improved:

- The ability to develop a national strategy for agriculture
- More investment in capacity, skills, knowledge and innovation
- Recognition of the important role played by the private sector
- Improving the information system that supports farmers, buyers, sellers and other stakeholders in the value chain.

The Report also discusses the various issues relating to the concept of agriculture in Africa including land productivity, globalization and its effects on commodity prices, as well as climate change and rural-urban migration.

#### The ACIR 2012 is composed of seven chapters:

- Reaffirming Capacity Development in Africa
- Special Focus on Agriculture
- The Status of Agriculture, Poverty Reduction, Sustainable Livelihoods and African Development
- Agricultural Policies in Africa and the Role of the State
- Investing in Capacity for Agricultural Transformation and Food Security
- New Threats – Debating Climate Change and Adaptation
- Agricultural Transformation and Food Security – Getting the Policies and Institutions Right

#### Objectives were:

- Examine the key issues and challenges facing countries and cross-border capacity development and cooperation in Africa,
- Interrogate the key issues and challenges impacting agricultural transformation and food security in Africa with their capacity development ramifications,
- Give enhanced theoretical underpinnings to the capacity development interventions being undertaken on the continent,
- Serve as a major diagnostic tool and guide the development of priority actions by providing practical recommendations where necessary and serve as a definitive knowledge product targeting policymakers, public-sector officials, the private sector, and civil society.

The ACIR highlights the state of capacity development in Africa and seeks to support the entrenchment of capacity development in countries' development agendas. The ACIR and its composite index – Africa Capacity Index (ACI), are meant to offer the needed inputs into decisions on what to do in order to advance capacity at the country and continental level.

The ACIR profiles countries' capacity development, using indicators to support the continent's development agendas and complements, rather than duplicates on-going efforts in assessment tools and information regarding the status of capacity in Africa.

The methodology used for the ACIR in 2012 maintained the three levels of core capacity that were measured in 2011 in addition to the specific measures along the theme of the report on fragile states in 2011. The three levels of core capacity measured for the 2012 report included; (i) the enabling environment; (ii) the organizational level; and (iii) the individual level.

#### Pattern of ACI results

Level	ACI 2012 (% of Countries)	Policy environment	Process for implementation	Development results at Country level	Capacity development outcome
Very low	14.3	0.0	0.0	0.0	71.4
Low	52.4	0.0	0.0	19.0	23.8
Medium	31.0	2.4	33.3	66.7	4.8
High	2.4	23.8	50.0	11.9	0.0
Very High	0.0	7.3.8	16.7	2.4	0.0
<b>Total</b>	<b>100</b>	<b>22</b>	<b>100</b>	<b>100</b>	<b>100</b>

## COUNTRY CAPACITY LEVELS IN 2012

Country	ACI 2012 vaule	Rank	Country	ACI 2012 value	Rank
Angola	17.2	38	Liberia	35.6	19
Benin	43.3	11	Madagascar	10.2	42
Botswana	23.1	33	Malawi	27.7	26
Burkina Faso	53.4	3	Mali	50.3	7
Burundi	39.5	15	Mauritana	14.6	41
Cameroon	37.3	17	Mauririus	14.8	40
Cape Verde	40.2	14	Morocco	36.2	18
Car	28.1	25	Mozambique	33.4	23
Chad	20.2	36	Namibia	25.2	29
Congo (DRC)	34.5	20	Niger	30.7	24
Congo, REP	34.1	21	Nigeria	50.5	6
Côte D'ivoire	24.6	30	Rwanda	51.9	5
Djibouti	18.2	37	Senegal	42.7	12
Ethopia	52.8	4	Sierra Leone	23.6	32
Gabon	40.4	13	South Africa	26.0	28
Gambia	33.9	22	Swaziland	22.5	34
Ghana	60.2	1	Tanzania	37.6	16
Guineu	15.7	39	Togo	20.7	35
Guineu Bissau	27.0	27	Uganda	45.2	10
Kenya	58.1	2	Zambia	49.7	8
Lesotho	24.6	31	Zimbabwe	48.6	9

## DIALOGUE SPACES – ROUNDTABLE DISCUSSIONS



Roundtable discussion panel at the ACIR 2012 Launch, March 2012

A strategic focus for the SMTP III (2012 -2016), is the creation of room for dialogue to take place, as this plays a critical role in bringing to the fore the “how to” in dealing with emerging capacity challenges on the Continent. Thematic roundtable discussions have not only brought together expertise, but have also managed to find ways to deal with difficult questions and bring out positive ideas that address deficiencies, generating innovative ways of dealing with these challenges. What is apparent is that Africa cannot deal with its challenges the way we used to, even recently. Climate change, food security issues remain unresolved, as have infrastructure and the cohesion of regional blocs. The lessons learned from the roundtables are:

- the approach to capacity development interventions involves bringing together individuals who possess complementary skills and knowledge;
- In providing space for reflection and dialogue, interventions can have unexpected results.
- Human and institutional capacities are continually evolving as development and technological challenges emerge, giving rise to the need for continuous upgrading of skills.

June 2012, Nairobi, Kenya In anticipation of the 2013 African Capacity Indicators Report, which focuses on Natural Resource Management, the Foundation held two key meetings:-

### **Roundtable 1: PUBLIC SECTOR CAPACITY DEVELOPMENT IN AFRICA: WHAT IS THE WAY FORWARD?**

While there has been limited success in some countries, overall the reforms undertaken have been unable to deal with the problems of the public sector at any appreciable level, despite an active search for ways to make the sector more effective and efficient. This gives rise to a number of questions: What kind of public sector does Africa need? How will such reforms affect policy? Are there other ways of creating a developmental public sector?

### **Roundtable 2: SAFEGUARDING AFRICA'S NATURAL RESOURCES – SHOULD RESOURCES BE VIEWED AS 'NATURAL' OR 'NATIONAL'?**

There has been an exponential growth in extractive industry investment and agro-industrial projects implemented by large multinational and national companies. Communities most affected by the growth in the exploitation of Africa's natural resources – be it forests, land or extractive minerals – are often the most marginalized and vulnerable, and despite the generation of taxes, royalties and social investment by companies, these areas usually remain poor. Many such projects do not honor their corporate social responsibility (CSR) to these communities and rather collude with governments to further marginalize them. When resources are depleted, or market conditions no longer justify their exploitation, companies bail out and the communities are left destitute.

### **EMERGING LESSONS FOR ACBF**

- The design of the HLFs has allowed for internal collaboration and has also provided space for interaction and dialogue between ACBF and development practitioners. Their success has been due to the multi-dimensional aspect of the dialogues resulting from interactions with the different stakeholders – government, civil society, private sector, development partners, public sector and youth
- The HLFs have increased the knowledge base for the design of ACBF projects and programs especially linking to the new strategic pillars in the SMTP III. This knowledge base has enabled ACBF operations to open a new avenue for the development of capacity development projects that meet the needs of society.
- The participation of the combined actors in the events has also encouraged different collective voices to look at specific capacity development challenges through different lenses. This has been especially important as the Foundation has been able to map out capacity development expectations from the different sectors.

## EMPOWERING WOMEN IN AGRICULTURE INITIATIVE

In 2012, the ACBF in partnership with Femmes Africa Solidarité (FAS) and Gender is My Agenda Campaign (GIMAC) coordinated the establishment of Empowering Women in Agriculture (EWA).

Agriculture is hugely important to Africa's development, and women play a substantial role yet remain largely ignored. The EWA was established to address the roles and the needs of women in the agricultural sector. EWA was officially launched on the sidelines of the 19th AU Summit in Addis Ababa, Ethiopia, on 15 July 2012. The launch was co-chaired by H.E. Ellen Johnson-Sirleaf, President of Liberia and H.E. Blaise Compaoré, President of Burkina Faso; and attended by Ministers representing the Governments of Djibouti and Senegal, as well as Heads of Delegation of the African Development Bank; the NEPAD Planning and coordinating Agency (NEPAD Agency); the African Union Commission; the United Nations Economic Commission for Africa (UNECA); UN Women; the World Bank; and the International Fund for Agricultural Development (IFAD). To enlist political commitment and ownership at the highest level, the high-level advocacy for EWA is designed around the appointment of Champions who include Heads of State and Government and other eminent persons and institutions known for their commitment to women's empowerment. Efforts to ensure strong political ownership have also included briefing the political establishment on the continent through addresses at the NEPAD Agency's Heads of State and Government Orientation Committee (HSGOC) meetings.

Eight priority areas have been identified for intervention under EWA. These include: leadership, human and institutional capacity, critical resources, agricultural inputs, infrastructure support, intangibles such as knowledge, technology and innovation; entrepreneurship development, and agro marketing. These priorities will be mapped by grassroots networks, such as the GIMAC and farmer's organizations.

One of the expected outcomes of the EWA Initiative is to support the implementation process of NEPAD's Comprehensive Africa Agriculture Development Program (CAADP), targeting measures that benefit women in agriculture both directly and indirectly. EWA activities during 2012 included:

- A baseline survey on the topic "mapping of initiatives on women and agriculture in Africa" to determine the importance of agriculture for women, investigating potential gaps, efficient use of resources, and overall added value.
- Advocacy efforts are ongoing at the international level to include more leaders, to encourage and strengthen the initiative.



**From left to right:** H.E Blaise Compaoré, President of Burkia Faso; H.E. Ellen Johnson-Sirleaf, President of Liberia M. Alioune Badara Cissé, Ministre des Affaires Etrangères, Senegal. Dr. Frannie Léautier, ACBF Executive Secretary and Dr. Donald Kaberuka, Président of Development Bank.

## REGIONAL ECONOMIC COMMUNITIES SURVEY 2013

The ACBF and the African Development Bank (AfDB) collaborated in June 2012 to develop the second edition of the Survey on Capacity Needs of the Africa's Regional Economic Communities (RECs), due to be published in 2013. The Survey is mainly funded through a grant from the Nigerian Technical Cooperation Fund (NTCF). Once completed, the Survey will have an accompanying 'Capacity Building Strategy for RECs'. This Survey is part of the African Development Bank Group's collaboration with ACBF for the implementation of the Foundation's SMTP III, 2012-2016.

### Survey Focus:

Regional Economic Community	Location and Headquarters
Arab Maghreb Union (AMU)	Rabat, Morocco
East African Community (EAC)	Arusha, Tanzania
Economic Community for Central African States (ECCAS)	Libreville, Gabon
Economic Community of West African States (ECOWAS)	Abuja, Nigeria
Southern African Development Community (SADC)	Gaborone, Botswana
Community of Sahel-Saharan States (CEN-SAD)	Tripoli, Libya
Common Market for Eastern and Southern Africa (COMESA)	Lusaka, Zambia
Inter-Governmental Authority on Development (IGAD)	Djibouti, Djibouti

The 2006 Report published a number of recommendations that addressed the capacity deficits of RECs. Since then, the AU has rationalized the number of RECs into eight, adopted an Action Plan for boosting intra-African trade and a roadmap for fast-tracking the establishment of a continental free trade area by an indicative date of 2017, and made some progress in the establishment and ratification of key protocols in a number of areas. In view of these developments and progress, the main objective of the second survey is to reappraise the capacity needs of the eight (8) RECs in accordance with their new strategic thrusts and development imperatives. The 2012-13 survey is aimed at:

- reviewing the regional integration agendas of the eight RECs (plus the Southern African Customs Union (SACU) and the Union Economique et Monétaire Ouest Africaine (UEMOA),
- taking stock of the progress made in strengthening the human and institutional capacity of RECs since the publication of the 2006 survey
- undertaking a capacity needs assessment of the 8 RECs while taking advantage of the opportunity to survey any ongoing capacity building programs;
- developing a comprehensive capacity building strategy for each of the 8 RECs, complete with an estimated budget and financing strategy and;
- preparing the Second Edition of the RECs Capacity Survey Report. The Survey will involve seven of the ACBF funded policy units and think tanks:
- BIDPA - Botswana Institute for Development Policy Analysis, Botswana
- CAPES - Centre d'Analyse des Politiques Economiques et Sociales (CAPES), Burkina Faso
- HESPI - Horn Economic and Social Policy Institute (HESPI), Ethiopia
- KIPPRA - Kenya Institute for Public Policy and Research and Analysis(KIPPRA), Kenya
- CMAP - Centre Mauritanien d'Analyse des Politiques (CMAP), Mauritania
- ESRF – Economic and Social Research Foundation (ESRF), Tanzania
- ZIPAR - Zambia Institute for Policy Analysis and Research (ZIPAR), Zambia



## THE AFRICAN GOVERNANCE OUTLOOK PROJECT

In 2012, through a collaborative initiative with the AfDB, the Foundation began the implementation of the second pilot of the African Governance Outlook Report (AGO) that is being implemented in 11 selected African countries. The first phase of the pilot covered Kenya, Mali, Mozambique, Tanzania and Rwanda, and the second phase will cover Burkina Faso, Ghana, Ethiopia, Nigeria, Senegal and Uganda. The aim of the AGO is to consolidate African financial governance performance into one publication to be published every two years. This publication will serve as a diagnostic tool to monitor progress in financial governance.

The AGO Report was informed by and drew experience and lessons from existing Africa-based governance assessment tools, namely, the African Peer Review Mechanism (APRM), the UNECA's Africa Governance Report (AGR), the Mo Ibrahim Mo Ibrahim Index of African Governance, the Afro-Barometer, and the Africa Governance, Monitoring and Advocacy Project (AFRIMAP). The question remains as to how these existing tools influence policy making and reform in public financial management.

The AGO provides a framework for analyzing contextual factors that shape financial governance in a country. This entails an analysis of the underlying factors that determine financial governance performance and trends over time by critically analyzing why things are the way they are and how policies or institutional arrangements are being improved. The framework is based on a two-level approach: it comprises of 25 quantitative indicators of financial governance variables, complemented by qualitative analysis of public financial management reform.

The design of AGO's analytical framework is informed by two key factors, namely: (i) the need to go beyond quantitative data to explain country financial governance performance by looking into the underlying political and economic factors (qualitative factors); and (ii) a shift from general, comparative country assessments to more focused, targeted and contextualized analysis.

Lessons learned from the pilot implementation so far point to enthusiastic reception of the AGO approach to assessing financial governance. The AGO allows Africans to do a self-assessment of their performance in the area of financial governance. It also affords opportunity for Africans to comment on externally-led assessments of African governance. The instrument further allows for sharing of ideas among government and civil society actors in a manner that is devoid of the usual antagonisms.

## AFRICAN COMMUNITY OF PRACTICE ON MANAGING FOR DEVELOPMENT RESULTS

*Partnering to promote managing for development results*

The African Community of Practice on Managing for Development Results (AfCoP) was launched in February 2007 at the Third International Roundtable on Managing for Development Results in Hanoi, Vietnam. With initial membership of thirty, AfCoP has grown into a dynamic community of over 2,500 members from 41 African countries and around the world.

The AfCoP's mission is to build African capacity to manage for development results through sharing experiences, networking, and building strong learning relationships between practitioners in Africa and around the world. Managing for Development Results (MfDR) seeks to enhance government's responsiveness to the needs of their citizens and to be accountable to them. MfDR is about the extent to which the needs of citizens are being met in an effective and efficient manner. It also promotes tracking of progress of implementation and evidence-based decision making to maximize the achievement of results, and empowers all players at the various levels of the development process to effectively participate, own and demand accountability from duty bearers.

The inception phase of AfCoP project was managed by the World Bank, and transferred to the AfDB at the end of the initial three year funding period. At its 4th Annual Meeting in 2011 in Nairobi- Kenya, the AfDB, the World Bank and ACBF were tasked to develop strategies and modalities for moving the Secretariat from the World Bank in Washington to Africa through a collaborative initiative between the AfDB and ACBF, where ACBF is managing the knowledge component. In line with the agreed implementation arrangement, ACBF's Knowledge and Learning Department has constituted a team to manage the knowledge component of the AfCoP project.

Within the ACBF strategy, AfCoP, through its networking and knowledge related activities, is focused on enhancing the capabilities of public, private and civil society to effectively engage and improve policy formulation and management. It seeks to promote evidence-based decision making and transparency in the use of public resources by emphasizing the level of achievement of intended results rather than input. This objective of the community of practice is consistent with the third Strategic Pillar of ACBF - Tracking Policy Impact, which is aimed at strengthening capacities across the continent in the designing, measurement and demonstration of results of policy oriented intervention.

The AfDB has initiated a three year grant focused on these strategic components: (i) Knowledge sharing on MfDR; (ii) Linking MfDR knowledge to Regional processes and (iii) Synergies between Regional and National processes and (iv) Project Management. The funding was approved during the second quarter of 2012.

## MEDIA LITERACY

*Media/Information Literacy, Informed Citizenship, and Africa's Development Agenda*

Of greatest importance to Africa has been the mobile revolution with the fastest growth rates of mobile media use in the world. The increasing role of the media, especially through citizen journalism is blurring the roles and functions of government and civil society. However, the growth of this new media has occurred in a largely uncontrolled policy environment and among populations that have low levels of media literacy.

Concern about the level and quality of media/information literacy in Africa and the lack of clear media policies impelled the ACBF to hold a media workshop in October 2012 in Accra, Ghana with the theme "Media/Information Literacy, Informed Citizenship, and Africa's Development Agenda."

### **A number of issues were highlighted in the workshop:**

- A non-media literate society is disempowered against despotism and a self-serving media can be a breeding ground for ethnic violence. The changing relationship between media literacy and democratization is a major development issue especially in countries with authoritarian governments where there is no media pluralism and the media is unable to play its watchdog role effectively.

- From the discussions emerged challenges that the media and the development sector in Africa are facing, not only with respect to the capacity needs of the media, but also how development practitioners are taking the role of the media into account in policy dissemination and tracking policy impact.
- The level of media literacy across Africa is critical, as the media is one of the most important pillars supporting democratization and development. The presentations examined the relationship between Media/Information Literacy and Engaged Citizenship, Capacity Building, Official Information, Media Reportage and Public Discourse.
- Some of the challenges identified included the development of an inclusive framework incorporating the media in the policy development process.
- The urgent need to re-engage and continue training journalists in order to improve the quality of information provided.
- Further issues discussed included the media industry and ownership, information literacy and engaged citizens, popular culture and the media and the implications for capacity development, new media, globalization and information literacy, and using the media in tracking policy impact.



**Ghana:** ACBF Media Literacy Workshop, Accra, Ghana, October 2012

## SECTION FOUR

### STRATEGIC PARTNERSHIPS

#### LEVERAGING SYNERGIES TO SCALE UP CAPACITY DEVELOPMENT INTERVENTIONS



Dr. Frannie Léautier, ACBF Executive Secretary and Dr. Ren Wang, CASS Vice-President

In May 2012, ACBF and the African Export and Import Bank (AfrExim Bank) signed a Memorandum of Understanding, aimed at strengthening the collaboration between the two organizations. The agreement recognizes common areas of interest in fostering sustainable capacity for African countries. The two institutions agreed to join efforts in supporting inter-African trade by strengthening institutional capacity for export development, building capacity for research, policy formulation and implementation of think tanks. Private sector organizations in the targeted countries will also be included in the focus areas, to develop innovations in effective economic integration, inter-African trade and export development. The organizations complement each other, in that ACBF has extensive experience working on Africa's developmental challenges and has an established regional network of partners. On its part, AfrExim Bank is an African regional institution that provides trade finance facilities to promote intra-African trade and encourage African countries to trade internationally. By partnering to mitigate country risks in Africa, the two institutions will create synergies through joint support for economic policy analysis and management and other capacity development initiatives.

In July 2012, ACBF and the Chinese Academy of Agricultural Sciences (CAAS) signed a Memorandum of Understanding that seeks to shape the cooperation between the two organizations in strengthening human and institutional capacity for agricultural transformation in Africa and further cooperation in the organization of study tours and technological fairs that will include key agricultural development actors in Africa and China. The partnership will also seek to enhance joint exploration and engagement of other Chinese institutions for potential technical and financial support to the partnership between CAAS and ACBF.

In September 2012, ACBF and the Constituency for Africa in Washington DC signed a Memorandum of Understanding to collaborate on joint convening of mobilization events in support of Africa's development process, both on in Africa and in the United States of America; conduct joint advocacy campaigns aiming at raising awareness on the importance of capacity development in Africa's development process, targeting the African American public in general and especially the African-American Community; harmonize interventions in order to scale up visibility and results and avoid duplication of effort; and join efforts in mobilizing resources in the American Government, Private Sector, Foundations and High-Net-Worth individuals for the financing of ACBF's capacity development programs in Africa.



#### **ACBF and the Australian Agency for International Development**

In January 2012, the African Capacity Building Foundation (ACBF) was contracted by the Australian Agency for International Development (AusAID), as Resource Facility Manager for the Australia Africa Community Engagement Scheme (AACES). AACES is the largest AusAID funded NGO program in Africa and will be implemented over five years (2011–16) in 11 countries, namely: Ethiopia, Ghana, Kenya, Malawi, Mozambique, Rwanda, South Africa, Tanzania, Uganda, Zambia and Zimbabwe. AACES is a partnership of ten Australian Non-Governmental Organisations (NGOs) and their Africa-based partners. Focusing on marginalized communities, with particular attention to women, children, people with disability and people vulnerable to disaster, AACES contributes to the AusAID strategy for Africa through community-based interventions across the sectors of water and sanitation, food security, and maternal and child health. As Resource Facility Manager, ACBF provides logistical, administrative and technical services to the AACES program to support effective communication, coordination and management of program activities in Africa.

## ACBF PLEDGING MEETING WITH AFRICAN MEMBER STATES FOR THE SMTP III (2012 - 2016)

On the fringes of the 5th Joint Annual meetings of the AU Commission and UN Economic Commission for Africa conference of Ministers of Finance, Planning and Economic Development, the African Capacity Building Foundation (ACBF) on 27 March 2012 held a pledging meeting with its African member states, as part of its continental fundraising efforts. The pledging conference was held to further raise funds for the implementation of the SMTP III. African membership of the Foundation has now increased to 38.

African investment is a key element of the ownership of the Foundation, as it is a sign of the members' commitment and political will to deal with the capacity challenges of the continent. Present at the meeting was the Chair of the ACBF Board of Governors and Nigerian Minister of Finance, Dr. Ngozi Okonjo-Iweala, who emphasized the need for African countries to increase their financial support to the Foundation, in view of the continent's pressing capacity needs and the transformational change agenda.

The pledging session, was chaired by H.E. Mr. Erastus Mwencha, the Deputy Chairperson of the African Union Commission who reminded the audience of ACBF's support for capacity development in African countries and the Foundation's support of the AU Commission over the past 20 years, indicating that ACBF is an important, strategic institution for African countries.

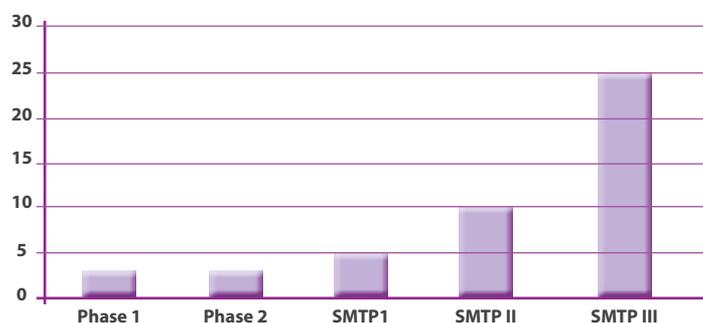
### THREE NEW MEMBERS JOIN THE FOUNDATION

Ethiopia, Namibia and Guinea Conakry are the three newest African countries to join ACBF.

*"Capacity issues will continue to challenge us and we will always need to build capacity. The signing of the Agreement goes back as far as Namibia's independence and today is the formalizing of the process. Capacity development needs of Namibia are not only about money but are also about providing more room for networking and the ability to share lessons. Therefore Namibia's membership of the ACBF is an added benefit to think collectively as a continent and the country will fulfill its obligations towards being a member both on the strategic level and on the level of mobilizing of resources."* Honorable Tom Alweendo, Director General of the National Planning Commission, Government of the Republic of Namibia (2012)

*"I am pleased that Guinea is joining the membership of ACBF. As a former member of the ACBF Executive Board, I know the positive impact that ACBF has had on economic development of African countries. We also hope that the contribution of Guinea will encourage other partners. We trust that ACBF third Strategic Medium Term Plan will help Guinea face the human and institutional capacity challenges we face."* Honourable Kerfalla Yansane, Minister of Economy and Finance, Republic of Guinea (2012)

**Pledges from African Members by Funding phase  
M\$**



Funding phase	Phase 1	Phase 2	SMTP I	SMTP II	SMTP III
Pledges from African Countries	3	2.8	8.8	11.65	25.35

**PLEDGES AND CONTRIBUTIONS TO SMTP III FROM AFRICAN COUNTRIES AS OF 31 DECEMBER 2012**

<b>ORGANIZATION / COUNTRY</b>	<b>AMOUNT PLEDGED</b>	<b>AMOUNT PAID-IN</b>	<b>REMARKS</b>	<b>BALANCE OUTSTANDING</b>
BENIN	\$500,000	\$0		\$500,000
BURKINA FASO	\$500,000	\$97,749	15-May-12	\$402,251
BURUNDI	\$500,000	\$86,716	31-Oct-12	\$413,284
CAMEROON	\$750,000	\$0		\$750,000
CENTRAL AFRICAN REPUBLIC	\$500,000	\$0		\$500,000
CHAD	\$1,000,000			\$1,000,000
CONGO, THE REPUBLIC OF	\$1,000,000	\$140,000	27-Dec-12	\$860,000
D.R. CONGO	\$750,000	\$0		\$750,000
COTE D IVOIRE	\$2,000,000	\$0		\$2,000,000
DJIBOUTI	\$500,000	\$0		\$500,000
ETHIOPIA	\$250,000	\$0		\$250,000
GABON	\$1,200,000	\$0		\$1,200,000
GAMBIA	\$500,000			\$500,000
GHANA	\$1,500,000	\$0		\$1,500,000
GUINEA	\$500,000	\$0		\$500,000
KENYA	\$500,000	\$100,000	6-Jul-12	\$400,000
LIBERIA	\$500,000			
MALAWI	\$500,000			\$500,000
MALI	\$500,000			\$500,000
MAURITANIA	\$500,000			\$500,000
NAMIBIA	\$250,000	\$50,000	21-Dec-12	\$200,000
NIGER	\$500,000			\$500,000
NIGERIA	\$3,800,000			\$3,800,000
RWANDA	\$600,000			\$600,000
SENEGAL	\$500,000			\$500,000
SIERRA LEONE	\$750,000			\$750,000
SOUTH AFRICA	\$500,000			\$500,000
SWAZILAND	\$500,000	\$40,177	13-Dec-12	\$459,823
TANZANIA	\$1,500,000			\$1,500,000
TOGO	\$500,000			\$500,000
ZAMBIA	\$500,000	\$120,873	6-Jul-12	\$379,127
ZIMBABWE	\$1,500,000	\$749,925	16-Jul-12	\$750,075
<b>African Members Totals</b>	<b>\$25,850,000</b>	<b>\$1,385,440</b>		<b>\$23,964,560</b>

# MEETING MINDS AND IDEAS

## THE RONALD. H. BROWN AFRICAN AFFAIRS SERIES: INNOVATIVE WAYS TO ENGAGE THE DIASPORA COMMUNITY

Washington DC, 18th September 2012

Historically, diaspora networks have been an important economic force for both the home and host countries. Kinship networks traditionally facilitated business across borders through exploiting common languages and fostering information flow and trust. Today modern ICTs and information access creates new opportunities for diaspora engagement. The role of the diaspora today has become diverse, from sharing ideas and contacts to linking up development processes that countries and regions can learn from each other.

### ACBF and the Diaspora

The ACBF's SMTP III (2012 -16) seeks to develop and create spaces for dialogue to support access to information and analytical capacity to engage non-state actors in demanding effective and accountable government. In that aspect the ACBF endorses that the Diaspora should be a standing item on the agenda of the regional economic communities and continental bodies such as the African Union. In 2012 ACBF engaged in the program on the Development Marketplace for the Diaspora as a framework for facilitating innovation and entrepreneurship between Africa and the Diaspora. The ACBF brings to this project its ability to produce a skills database of African professionals in the Diaspora. ACBF also has the flexibility to engage with the Diaspora on several levels, namely:

- 1. In the SMTP III (2012-16):**
  - Capacity development to support and regulate the productive sector
  - Capacity development for the negotiation and management of large multi-country contracts as well as public-private partnerships
  - Pooling of ideas to support economic and social development in Africa and capital market development
  - Leveraging on Diaspora capacity to support development initiatives on the continent
- 2. ACBF Initiatives in Engaging the Diaspora**
  - Funding promising diaspora initiatives through the FICAD funding window
  - Facilitating the engagement of the diaspora in domestic policy analysis, research and discourse through the establishment of ACBF-supported Strategic Study Groups, Country Level Knowledge Networks, High-Level Forums, Policy Units and Think-Tanks
  - Knowledge exchange through Strategic Studies Groups (SSGs) support the migration of best practice from a skills and competency level, Diaspora representatives from the global network provide technical and professional expertise in the CD field and contribute to Africa's economic transformation, ACBF has also explicitly engaged the African diaspora in two of its flagship products, The African Capacity Indicators Report (ACIR) and the African Governance Outlook (AGO)

**The African Diaspora Marketplace (ADM)** is an initiative sponsored by USAID and Western Union that seeks to create innovative business ideas in Africa implemented by U.S citizens/permanent residents together with business partners in Africa. The ADM is currently in its second year, and is implemented by the Small Enterprises Assistance Fund (SEAF).

For the 2012 ADM competition over 490 applications were received, and 44 participants were selected as finalists and invited for the ADM event in Washington from 21-23 June 2012. ADM awarded funds to businesses in high priority, high-impact sectors in Africa, including agribusiness, renewable energy, and information and communication technology. The initiative encourages sustainable economic growth and employment by supporting U.S.-based African Diaspora entrepreneurs with innovative and high-impact ideas who want to or who are doing business in Africa.

ACBF served as finalist judges and, added value in improving the selection criteria, adding sustainability factors, outcome, and risk analysis and mitigation factors. 17 companies were finally selected, each receiving a grant of US\$50,000.

The ADM partners include: Funders, which are USAID and the Western Union Company (NYSE: WU). Contributing partners are The Global Partnership Initiative (GPI), The Tony Elumelu Foundation, The George Washington University, Ecobank Group, and the African Capacity Building Foundation. The Resource Partners include The Overseas Private Investment Corporation ("OPIC"), The Enterprise Development Network (EDN) and the Implementing Partners include, Small Enterprise Assistance Funds (SEAF) and the Constituency for Africa.



## WORLD INNOVATION SUMMIT ON EDUCATION – WISE 2012

### ACBF University Partnerships

ACBF voted one of the twenty five finalists for the WISE Awards Finalists 2012. As early as 1992, the ACBF identified the need to give financial and technical support to reviving post graduate training in tertiary education institutions, as a means of creating the pool of skilled professionals required to implement policy reform, thereby strengthening the teaching and research capacity of universities to augment the critical mass of potential African researchers, policymakers and academics.

The impact of ACBF's partnership with universities is exemplified in the following areas: (i) contributed to the retention of African graduates thus helping to stem the tide of the "brain drain"; (ii) strengthened the capacity of African universities at various levels including refurbishment and restocking libraries, upgraded the ICT environment and increased networking and enhancing the teaching capacities of the universities; (iii) building a critical mass of skilled professionals across the continent for developing policy and implementing policy reforms. To date, ACBF has given direct support to universities for delivery of professional programs at graduate levels Masters and PhD.

ACBF also partners with University Associations to strengthen the institutional structures of these associations to effectively deliver on their mandates thereby enhancing the effectiveness of their members and supporting specific programs and activities in

leadership and management training and database development and management.

The University Partnerships are all designed to address specific capacity needs in the area of individual skills and institutional strengthening in order to strengthen development management at the national and regional level on the African continent. The partnerships have created a critical mass of qualified professionals who are currently contributing to the sustainable development of Africa, through the skills they have gained and the research they undertake at country, regional and continental levels.

ACBF has committed over US\$150 million to tertiary education since 1992. The program aims to achieve sustainability by crowding in support from other funders, such as the World Bank and the countries themselves. Universities supported have also increased funding through enrolling fee-paying students and charging for use of the university facilities. ACBF has also paid for the installation of video conferencing and other e-learning support systems to bring down the costs of delivering learning. Regional programs that bring in participants from multiple countries to a single location have also reduced costs and enhanced impact, particularly in the areas of study and research on economic policy whereby multiple countries are making similar policy reforms. Programs that relied on ACBF for 100% of funding now only require 18-50%, an indication of growing financial sustainability. Governments have also donated land and support to infrastructure to make the programs sustainable.



**Doha, Qatar:** WISE Haiti Taskforce: From left: Mr. Charles Goldman, Rand Corporation; Dr. Michèle D. Pierre-Louis, Fokal Foundation; Dr. Frannie Léautier, African Capacity Building Foundation; Dr. Jean-Eric Aubert, WISE Haïti Task Force, November 2012

## WISE HAITI TASKFORCE: RE-BUILDING THE EDUCATIONAL SYSTEM FOR HAITI – ONE STEP AT A TIME

ACBF provided support to the Haiti Task Force in the area of international best practice examples in capacity building for education systems

### Haiti Taskforce:

- Dr. Michèle D. Pierre-Louis, Fokal Foundation
- Dr. Frannie Léautier, African Capacity Building Foundation
- Dr. Jean-Eric Aubert, WISE Haiti Task Force
- Mr. Charles Goldman, Rand Corporation

Created in 2010, the Haiti Taskforce is a collaboration of local and international partners, individuals and institutions that have galvanized expertise, passion and sheer determination to help rebuild the educational system in Haiti. The taskforce began its work in 2010 after the devastating earthquake with a simple question: what can be done to rebuild education in Haiti? The fundamental building block to this collaboration was a strategy that took into account the available resources, expertise and abilities of the partners. Today in 2012 the results that have been achieved have been based on a collaborative strategy that has enabled the emergence of innovative and inspiring success stories in education in Haiti. ACBF provided support to the Task Force in the area of international best practice examples in capacity building for education systems reform and attended a workshop where best practice cases were shared.

In 2011, with the help of the Qatar Foundation, the Taskforce was able to identify 20 success stories in Haiti. From among 20 schools, 7 were chosen for technical assistance provided by a grant from the Qatar Foundation. These schools have continued through many hardships to provide education to the children of Haiti.

The Taskforce's success has not only managed to put education back on the development agenda of Haiti, but has provided insights that have not only enriched Haiti as a country but have made it a sounding board for other countries in recovery. Five points highlight these lessons:

1. How you learn from a crisis: The Task Force undertook to bring together case sharing workshops in Port au Prince in which the most successful examples in Haiti were put at par with successful examples from the rest of the world. This was very critical for early confidence rebuilding and for networking the many initiatives that had previously not been in communication with each other.
2. The timing of the initiative: The taskforce was created at a time when elections had just taken place in Haiti and this democratic environment enabled the taskforce to easily engage with partners and government. The newly elected President gave the initiative early support and the results were included in the Strategy of the Ministry of Education, which had just embarked on its strategy development work.
3. The approach: The approach produced solidarity in a fragmented society and therefore created a learning network as well as learning by the community, which contributed towards rebuilding the education system.
4. Sustainability: For such an initiative the Taskforce had to be led by a strong local actor and in the case of Haiti it was La Fondation Connaissance et Liberté (FOKAL) – [www.fokal.org](http://www.fokal.org).
5. An ecosystem for social change: the experience can be shared with other players, nations and governments.

## African Media Leaders Forum (AMLF)

*"Strengthening Media and Governance through Citizens' Engagement and Innovation"*

"Africa can no longer afford flawed media as the patience of the African people on the road to human development is fading rapidly. An effective partnership between the citizens, media and the State requires that the State create an environment that is conducive for the development of a free, independent and competent media. If significant progress has already been made in that direction, a lot remains to be done for Africa's media to really become a successful advocate of economic transformation leading to human development." Frannie Léautier

The 5th African Media Leaders Forum (AMLF), held in November 2012, Dakar, Senegal debated the relationship between the media, human development and democracy on the African continent. The ACBF was one of three key partners to the Forum including the African Development Bank, and the Konrad Adenauer Stiftung.

ACBF participated at several events and activities and articulated the capacity development perspective of the themes and panels.

### Theme: Africa 3.0: Strengthening Governance and Media through citizens' engagement and innovation

*How is the media exploiting citizens' new wave of awareness in this landscape of new opportunities and threats?*

For the ACBF, central issues were:

- Using research, data and their dissemination to improve discourse, policy debate and economic governance
- Developing processes that engage both citizenry and media so that each player understands their role in the development process.
- The youth must understand how to engage in their responsibilities as citizens, and draw on lessons from the older generation of citizens
- Provide the right environment that will nurture innovation that in turn feeds into improved policy-making and economic development

### Theme: ACBF and Africa 2.0: Nurturing Human Capital for Growth

Emphasis for ACBF:

- The critical role of leadership in Africa and understanding movements such as the Arab Springs. Radical change occurs swiftly, but actual change takes time
- Giving Youth the capacity to interrogate policies and have meaningful input in policy development and implementation.
- Addressing the education / employment nexus through tertiary education that matches the actual needs of the labor market.
- Fostering synergies between the public and private sectors, enabling skills in the private sector to be used in the public and academic spheres.

**Theme: No growth without strong institutional capacity and service delivery in the public sector. What can we do more and better?**

Emphasis for ACBF:

- Africa has a high average annual growth but low real per capita income, with 500 million Africans still living in poverty; although remittances and Foreign Direct Investment (FDI) are increasing, dependency on donor aid remains; although a quarter of world hunger is in Africa, many countries have food surpluses.
- Africa is being referred to as the “next frontier” due to more robust economies and abundant natural resources.
- Stronger institutional capacity due to the involvement of development partners including UNDP, World Bank, AfDB, ACBF.
- Challenges include service delivery, especially at a decentralized level, and thus the need for investment in capacity development of local governments
- Introducing mentoring arrangements, including networking and partnership approaches to learning on the job
- The need to encourage innovation by providing resources and finance for startup endeavors.
- The need to develop policies and legislation that enable all sectors to govern themselves, and incorporating issues such as the spread of corruption in Africa

**Theme: Media, the State and Citizens**

*Ensuring Africa’s human development and economic transformation through meaningful partnerships between media, state and citizens*

- The use of dialogue spaces for an understanding of development issues, engagement, and problem solving.
- The new media landscape gives rise to new opportunities and the information that emerges has value for all citizens
- Progress on the emerging challenges requires the media, state and citizenry to come together.
- The media in Africa remains the main source of information for the citizenry but there is need to address the issues of transparency and governance
- There is need to acknowledge the fact of citizen journalism made possible by new technology



## SECTION FIVE

### OUR PEOPLE, OUR FOUNDATION



**Above (From left to right):** Mr. Willard Manungo, Permanent Secretary, Ministry of Finance, Republic of Zimbabwe (Alternate Governor for the ACBF BOG); Dr. Frannie Léautier, ACBF Executive Secretary; and Mr. Kithinji Kiragu, Vice Chair, ACBF Executive Board at the official opening of the ACBF new premises, Harare, Zimbabwe, December 2012



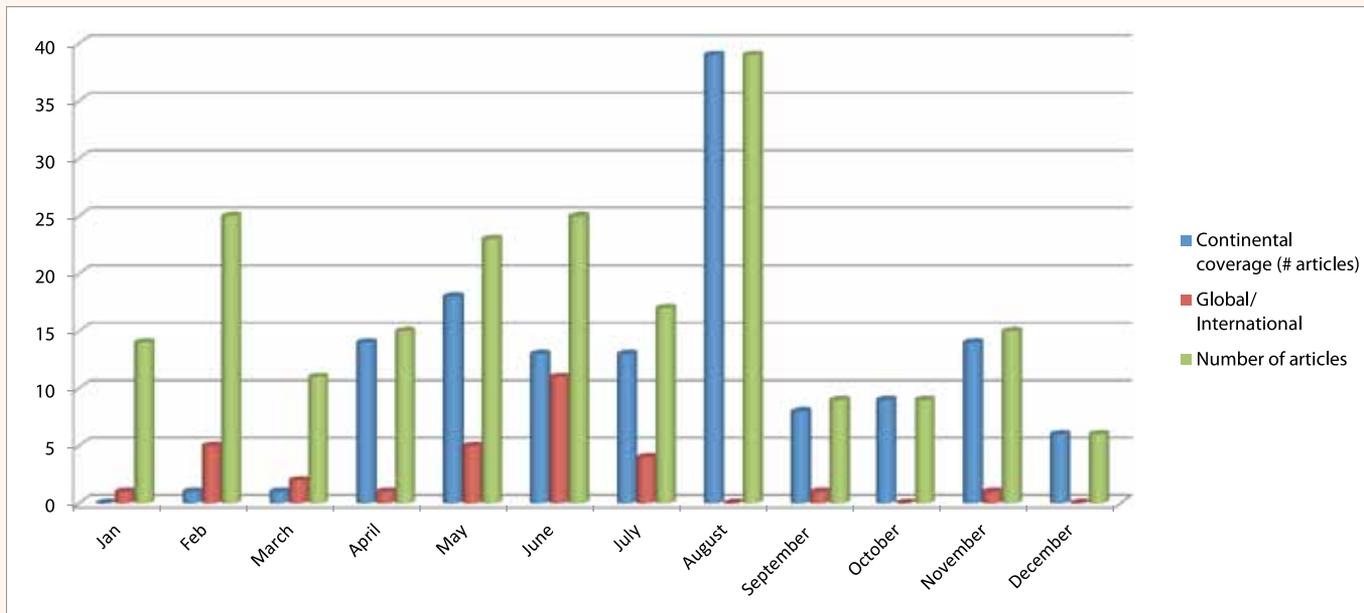
**ACBF'S DECENTRALISED PRESENCE ON THE CONTINENT  
HARARE, ACCRA, ADDIS ABABA**

In 2012, the Foundation made great strides in implementing its decentralized presence on the continent. By the end of the year, the Foundation officially opened premises in Harare, obtained in partnership with the Government of Zimbabwe. In Ghana the Foundation, in partnership with the Government of Ghana and the African Development Bank, put in place mechanisms for setting up an office in Accra. This will be fully operational in the 2013-14 period. The office will serve the Central and West Africa operations of the Foundation, bringing the Foundation closer to partners, reducing travel costs and facilitating access to projects and programs. In Addis Ababa, ACBF has an office for the management of relations and programs with the African Union and other continental institutions located there. This office has made communication between the Foundation and the AU and with the ACBF supported institutions much easier, and has enabled the ACBF to work with others in organizing and facilitating continental ACBF events. Dialogue also opened with the Government of Kenya to establish the East Africa office to manage the operations of the Foundation in that region.

**VISIBILITY AND RECOGNITION**

ACBF's strategy for visibility and recognition for 2012 was focused on building a critical mass within the media fraternity to be well versed in the issues of capacity development. Targetted media partnerships were formed for maximum and in-depth coverage as well as establishing long term relationships for future collaborations. ACBF officially recorded a total of 208 media clippings from January to December 2012. Origin of coverage of the media clippings are event based or targeted media interviews. Favourability for ACBF coverage was consistent in the year, especially in consistency of messaging for the Foundation and also consistency in the spokespersonship for the organization. ACBF averaged a 17.4 media hits per month.

**ACBF MEDIA COVERAGE JANUARY – DECEMBER 2012**



## MANAGEMENT AND STAFF AS AT 31ST DECEMBER 2012

Dr Frannie A. LEAUTIER	Executive Secretary, (Tanzania)	Gallina MOUTOU	Administration Officer (Congo Brazzaville)
Dieynaba Tandian	Chief of Staff (Senegal)	Thomas MOYO	Monitoring and Evaluation Expert (Zambia)
Grace KAIMILA-KANJO	Chief Operating Officer (Malawi)	Franklin Mutahakana	Senior Program Officer (Uganda)
Aubrey PHIRI	Chief Finance Officer (Malawi)	Robert Nantchouang	Knowledge Management Expert (Cameroon)
Bakary Koné	Manager, External Affairs and Partnerships (Côte d'Ivoire)	Beruk NEGASH	Program Officer (Ethiopia)
Coffi Noumon	Regional Director, West and Central Africa (Benin)	Sophie NCUBE	Aide to the Chief of Staff (Zimbabwe)
Roger Atindehou	Officer in Charge - Operations East and Southern Africa (Benin)	Claude Sinzogan	Senior Program Officer (Benin)
Mercy Bruce-Amanquah	Manager, Human Resources (Ghana)	Claude Sokpor	Disbursement Officer (Togo)
Shupikayi CHIMHINI	Legal Counsel (Zimbabwe)	Fasil Yilma TEKELESELASSIE	Senior ICT Officer (Ethiopia)
Kobena Hanson	Head, Knowledge and Learning (Ghana)	Victor TEMBO	Procurement Specialist (Zambia)
James KAKOOZA	Head, Monitoring and Evaluation (Uganda)	Chriswell Vava	ICT Officer (Zimbabwe)
Geremew WOLDEYOHANNES	Head, Internal Audit (Ethiopia)	Grace WAMALA	Program Officer (Uganda)
Caroline ALUPO	Risk Management and Control Officer (Uganda)	Marie-Thérèse Bampassy- KADURIRA	Executive Assistant (Senegal)
Dickson Antwi	Senior Program Officer (Ghana)	Aku Burawudi	Bilingual Administrative Assistant (Togo)
Folasade AYONRINDE	Senior Program Officer (Nigeria)	Jasca CHAMUSANGA	Bilingual Administrative Assistant (Zimbabwe)
Fatim BASSE-MAIYAKI	Program Officer (Senegal)	Mollyn CHIMUKA	Administrative Assistant (Zimbabwe)
Kwabena BOAKYE	Monitoring and Evaluation Expert (Ghana)	Senzeni CHINGONZO	Administrative Assistant (Zimbabwe)
Oula COULIBALY	Program Officer (Burkina Faso)	Rose CHIPFUPA	Bilingual Administrative Assistant (Zimbabwe)
Siaka COULIBALY	Senior Program Officer (Burkina Faso)	Lindiwe DUBE	Special Assistant (South Africa)
Stephane EBOKO	Resource Mobilization Officer (Cameroon)	Rodreck Gwidiba	Office Assistant (Zimbabwe)
Ernest Etti	Senior Program Officer (Cameroon)	Patience Jambaya	Accounts Assistant (Zimbabwe)
Ebbah Gadaga	Human Resources Officer (Zimbabwe)	Phumuzile KHUMALO	Administrative Assistant (Zimbabwe)
Alfred Gumbwa	Librarian (Zimbabwe)	Allen MACHEKANO	Administration and Stores Assistant (Zimbabwe)
Ali HISSEIN	Risk Management and Control Officer (Chad)	Cathrine MAMBOSASA	Administrative Assistant (Zimbabwe)
Rutendo Kambarami	Communications Officer (Zimbabwe)	Theodora MAPFUMO	Bilingual Administrative Assistant (Zimbabwe)
Jules Roger Ketcha Nzoundji	Disbursement Officer (Cameroon)	Walter MANGWENDE	Publications Assistant (Zimbabwe)
Guy-Roland KONE	Internal Auditor (Côte d'Ivoire)	Patricia MUGANHU	Administrative Assistant (Zimbabwe)
Teza Kowa	Accounting Officer (Zambia)	Memory Munyurwa	Accounts Assistant (Zimbabwe)
Towera Luhanga	Program Officer (Malawi)	Barbra Pasipanodya	Travel Assistant (Zimbabwe)
Tendayi Makuyana	Disbursement Officer (Zimbabwe)	Thomas Sipapate	ICT Assistant (Zimbabwe)
Mekonnen MEKASHA	Budget and Finance Officer (Ethiopia)	Jonathan Sithole	Senior Transport Assistant (Zimbabwe)
Edem MESSA-GAVO	Monitoring and Evaluation Expert (Togo)	Veronica Sithole	Procurement Assistant (Zimbabwe)
Nyawira Miano	Senior Program Officer (Kenya)		

## OUR FOUNDATION

"Within the ACBF, I have the opportunity to interact and share knowledge with individuals (colleagues and stakeholders) who are also passionate about sustainable capacity empowerment and poverty reduction on the continent, which is a privilege experience especially when you are from the Diaspora"

"The Foundation is an epitome of 'Africa can do'. A shining example in Africa and the developing world at large. ACBF is destined to succeed, let's trust and believe in ourselves, we have all that it takes to be the best among the best. I am bullish about the future of ACBF. What is required is a little effort from each one of us to catapult the Foundation to its befitting status in Africa and the world at large. The success and sustainability of ACBF depends on you and me, therefore, let's rise and build. Ayekoo- well done"

"Respect of different cultures and religions is very important. It helps us accept one another regardless of our backgrounds, of who we are or where we are coming from. In so doing we learn a lot from each other."

"I have always been immersed in a very multicultural environment and I only judge people based on the openness of their mind. Working at ACBF, I can witness the variety and diversity of our continent through the many nationalities represented among my colleagues, but I can also appreciate the dedication of everyone toward one single goal: building capacity on the continent. That sense of unity and commitment is very encouraging."

"Africa yesterday, Africa today and Africa tomorrow. Together We Can Do It."

"Knowledge sharing is a very important part of both my private life and professional career and this is in line with what I believe in should it be in private family business or at work. I find this a very significant aspect of my work within ACBF. Working for ACBF has given me a great opportunity to exercise my potential while learning from others without being held back in any way."

"ACBF is a respectful organization, collectively passionate about issues around poverty alleviation in Africa, and believes strongly that "together we shall overcome". I continuously work towards preserving self-dignity; I am passionate about my work and strongly believe that I can rise to the occasion when situations present themselves."

"I wanted an organization that was more African-oriented in nature and where I felt that my contribution would count and amount to something. I wanted to bring my development experience to bear in an environment I could relate with, and feel that I am at home."

"ACBF portraying itself as the premier institution for capacity Building in Africa was one of the appealing messages that determined my decision to join. Such action comes with a dream: be part of the team that delivers beyond expectations and act as premier institution members should do. To work proudly, deliver timely and usefully, achieve high quality results and be the reference in our areas of competence are precisely what I come to ACBF for. Through the years, colleagues have helped this dream come true and the adventure continues."

