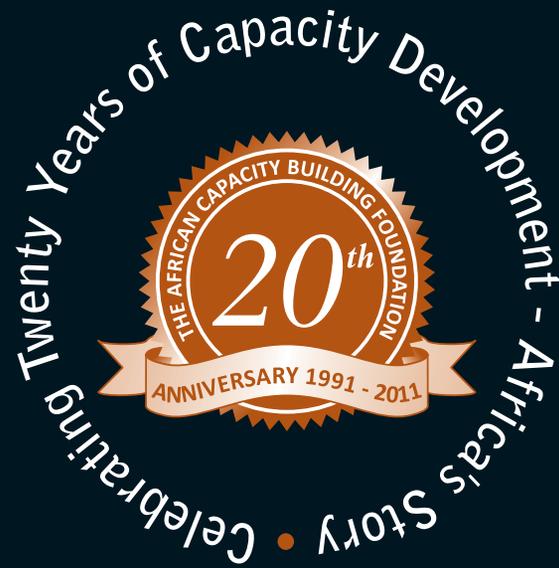


2009 Annual Report



THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITES EN AFRIQUE





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AAA	Accra Agenda for Action
AAU CADRE	Association of African Universities Capacity Development Project for the Revitalization of Higher Education Institutions
ABR	African Business Roundtable
ACBF	African Capacity Building Foundation
ACB Fund	African Capacity Building Fund
ACBI	African Capacity Building Initiative
ACE	Absorptive Capacity Enhancement Panel
AERC-CMAP	African Economic Research Consortium - Collaborative Master's Degree Program in Economics
AERC-Ph.D.	African Economic Research Consortium - Collaborative Doctorate Program in Economics
AfDB	African Development Bank
AFI	African Futures Institute
AFRISTAT	Observatoire Economique et Statistique d'Afrique Subsaharienne
AFRITAC	African Regional Technical Assistance Centre
AHRD	Administration and Human Resources Department
AIPA	Africa Institute for Policy Analysis and Economic Integration
AMICAALL	Alliance of Mayors' Initiative for Community Action Against HIV/AIDS at the Local Level
APIF	African Policy Institutes Forum
APRM	African Peer Review Mechanism
APUs	African Partner Universities
ARRF	African Resource and Research Forum
AU/OAU	African Union/Organization of African Unity
BCEAO	Banque Centrale des Etats de l'Afrique de l'Ouest
BEAC	Banque des Etats de l'Afrique Centrale
BIDPA	Botswana Institute for Development Policy Analysis
BOCONGO	Botswana Council of Non-Governmental Organisations
CADERT	Centre d'Analyse et de Renforcement des Capacités du Togo
CAFPD	Centre d'Analyse et de Formulation de Politiques de Développement
CAFRAD	African Training and Research Centre in Administration and Development
CAMERCAP	Projet de Renforcement des Capacités en Gestion Economique de la République du Cameroun
CANGO	Coordinating Assembly of NGOs in Swaziland
CAPAN	Cellule d'Analyse des Politiques de Développement de l'Assemblée Nationale
CAPE	Cellule d'Analyse de Politique Economique
CAPED	Cellule d'Analyse et de Prospective en Développement

CAPES	Centre d'Analyse des Politiques Economiques et Sociales
CAREF	Projet de Renforcement des Capacités des Réseaux des Femmes pour Lutter Contre la Pauvreté en République du Cameroun
CASC	Programme de Renforcement des Capacités des Structures de la Chaîne de Contrôle de la République du Cameroun
CCDB	Chambre des Comptes et de Discipline Budgétaire
CCG	Centre for Corporate Governance
CD	Capacity Development
CDRF	Capacity development Results Framework
CEMAC	Communauté Economique des Etats de l'Afrique Centrale
CENAF	Projet de Centre National d'Appui aux Organisations de Femmes du Gabon
CEPA	Centre for Policy Analysis
CEO	Chief Executive Officer
CEPOD	Centre d'Etudes de Politiques pour le Développement
CERCAP	Centre d'Etudes et de Renforcement des Capacités d'Analyse et de Plaidoyer
CERDI	Centre d'Etudes et de Recherches sur le Développement International
CESAG	Centre Africain d'Etudes Supérieures en Gestion
CIDA	Canadian International Development Agency
CIFAL	Centre de Formation des Autorités Locales
CIRES-CAPEC	Centre Ivoirien de Recherches Economiques et Sociales
CLKNET	Country-level Knowledge Network
CMAAE	Collaborative Master's Degree Program in Agricultural and Applied Economics for Eastern, Central and Southern Africa
CNPG-CEPEC	Centre National de Perfectionnement à la Gestion - Cellule d'Etudes de Politique Economique
CODESRIA	Council for the Development of Social Science Research in Africa
COMESA	Common Market for Eastern and Southern Africa
CONGAFEN	Coordination des Organisations Non-Gouvernementales Féminines Nigériennes
CoPs	Community of Professionals
CREAM	Centre de Recherches, d'Etudes et d'Appui à l'Analyse Economique de Madagascar
CSD-PSF	Civil Service Department Private Sector Facilitation Project
CSO	Central Statistical Office
CSOs	Civil Society Organizations
DFID	Department for International Development
DGF	Development Grant Facility
DMPA	Directorate of Macroeconomic Policy Analysis
DPC	Development Policy Centre

DRC	Democratic Republic of Congo
EABC	East African Business Council
EALA-EAC	East African Community - East African Legislative Assembly
ECA	Economic Commission for Africa
ECDPM	European Centre for Development Policy Management
ECOWAS-EPAU	Economic Community of West African States – Economic Policy Analysis Unit
EDRI	Ethiopian Development Research Institute
EEA/EEPRI	Ethiopian Economic Association/Ethiopian Economic Policy Research Institute
EGN	Economy of Ghana Network -
EFNET	Economic and Financial Policymakers' Network
EMPAC	Ethiopian Macroeconomic Policy Analysis Capacity Building Project
EPA	Economic Partnership Agreement
EPAM	Eritrean Capacity Building Project for Economic Policy Analysis and Management
EPAM-STP	Economic Policy Analysis and Management Capacity Building Project, Sao Tomé and Principe
EPANET	TAP-NET on Economic Policy Analysis and Management
EPM	Economic Policy Management
EPRC	Economic Policy Research Centre
ERS	Economic Recovery Strategy
ESAIDARM	Eastern and Southern African Initiative in Debt and Reserves Management
ESRF	Economic and Social Research Foundation
EU	European Union
FAD	Finance and Accounts Department
FIMANET	Technical Advisory Panel and Network on Financial Management and Accountability
GDN	Global Development Network
GDP	Gross National Product
HIPCs	Heavily Indebted Poor Countries
HSGIC	Heads of State and Government Implementation Committee
IBRD	International Bank for Reconstruction and Development
ICP	International Comparison Program
ICT	Information and Communication Technology
IDEC	Institut de Développement Economique
IDEG-CAP	Institute for Democratic Governance Interface Capacity Building Project
IDF	Institutional Development Fund

IDRC	International Development Research Centre
IEF	Institut d'Economie et de Finances
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization for Migration
ISSER	Institute of Statistical, Social and Economic Research
IPAR	Institute of Policy Analysis and Research
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KMD	Knowledge Management Department
KNET	Kenya Knowledge Network for Research and Development Policy
LCN	Lesotho Council of Non-Governmental Organizations
LIMPAC	Liberian Macroeconomic Policy Analysis Capacity Building Project
LMIS	Labour Market Information System Project
LMMP	Lesotho Macroeconomic Management Project
LSD	Legal Services Department
MACROFOR	Projet d'Appui à la Formulation et à la Gestion Macro-économique
MAP	Management Action Plan
MDGs	Millennium Development Goals
MDP	Municipal Development Programme
M&E	Monitoring and Evaluation
MEFMI	Macroeconomic and Financial Management Institute
MfDR	Managing for Results Development
MOU	Memorandum of Understanding
MRUTP	Mano River Union Training Program
NATSTA	National Statistical Office Project
NCEMA	National Centre for Economic Management and Administration
NEC	National Economic Council
NECF	National Economic Consultative Forum
NEPAD	New Partnership for Africa's Development
NEPAM	Network on Public Administration and Management
NEPRU	Namibian Economic Policy Research Unit
NFP	National Focal Point

NGO	Non-Governmental Organization
NGOCC	Non-Governmental Organization Coordinating Committee
NIEP	National Institute for Economic Policy
NPMSP	Namibian Performance Management System Project
NPTCI	Nouveau Programme de Troisième Cycle Interuniversitaire
NSDS	National Strategy for development of Statistics
NSO	National Statistical Office
NSS	National Statistical System
ODA	Official Development Assistance
ODI	Overseas Development Institute
OECD	Organization for Economic Co-operation and Development
OED	Operations Monitoring & Evaluation Department
OMT	Operations Monitoring Team
OPD	Operatios Program Department
OZ	Operations Zone
PACT	Partnership for Capacity Building in Africa
PALOP	Macroeconomic and Financial Management Institute for the Portuguese Speaking Countries in Africa
PARCOSIT	Projet d'Appui au Renforcement des Capacités des Organisations de la Société Civile et à l'Interface au Tchad
PARECAP	Projet de Renforcement de l'Interface Etat-Secteur Privé-Société Civile
PARFIT	Programme d'Appui à la Responsabilité Financière et à la Transparence pour la Lutte contre la Pauvreté en République du Congo
PARLIANET	TAP-NET on Parliaments and Parliamentary Institutions
PAMNET	TAP-NET on Public Administration and Management
PARP	Policy Analysis and Research Project
PASU	Policy Analysis Support Unit
PCP	Parliamentary Capacity Building Project
PDTPE	Professional Development and Training Programme in Economics
PEARL	Project of Lectures and Workshops on Peace, Leadership and Development in Africa Eminent Persons
PHRD Fund	Policy and Human Resources Development Fund
PMS	Performance Measurement System
PNRC CAF	Programme National de Renforcement des Capacités - Cellule d'Appui à la Formation
PNRCB	Programme National de Renforcement des Capacités du Burundi
PNRC - CMAP	Programme National de Renforcement des Capacités - Centre Mauritanien d'Analyse de Politiques

PRC	Project Review Committee
PRECAGEF	Projet de Renforcement des Capacités en Gestion Economique et Financière
PRECAREF	Projet de Renforcement des Capacités de Responsabilité Financière et de Transparence
PRECASP	Projet de Renforcement des Capacités de Lutte contre la Pauvreté
PREGESCO	Projet de Renforcement des Capacités de la Société Civile dans la Prévention et la Gestion des Conflits en Afrique Centrale
PRICIEGA	Programme de Renforcement des Capacités des Institutions de Contrôle et d'Inspection
PRIECA/AO	Projet pour le Renforcement de l'Interface entre les Etats et Chambres d'Agriculture de l'Afrique de l'Ouest
PRIESP	Projet de Renforcement de l'Interface entre l'Etat et le Secteur Privé
PRIME	Poverty Reduction Programming, Implementation, Monitoring and Evaluation Initiative
PRSP	Poverty Reduction Strategy Paper
PSCGT	Private Sector Corporate Governance Trust
PTCI	Programme de Troisième Cycle Inter universitaire
PSMTP	Public Sector Management Training Program
RECADIP	Projet de Renforcement des Capacités de la Société Civile et du Secteur Privé Pour le Dialogue Interpartenariat en République du Congo
PwC	Prince Waterhouse Coopers
RBM	Results Based Management
RECOFEM	Projet de Renforcement des Capacités des Organisations Féminines du Mali
RECs	Regional Economic Communities
RENFOR	Projet de Renforcement des Capacités de la Communauté Economique des Etats de l'Afrique Centrale
RESAPOD	Réseau d'Appui aux Politiques de Développement
RESPEC	Projet de Renforcement des Capacités en Statistiques, Etudes Prospectives et Planification pour la Lutte contre la Pauvreté en République du Congo
RCBP	Rwanda Capacity Building Program
RGC-B	Réseau de Gestion des Connaissances au Burkina Faso
RMF	Results measurement Framework
SADC	Southern African Development Community
SAFEWIND	Secretariat Approved Funding Window
SANGOCO	South African Non-Governmental Organization Coalition
SAP	Staff Advisory Panel
SARIPS	Southern African Regional Institute for Policy Studies
SCMFG	Staff Change Management Focus Group
SDC	Swiss Agency for International Development

SENAREC	Secrétariat National pour le Renforcement des Capacités
SIWP	Strategy and Indicative Work Program
SMG	Senior Management Group
SMTP	Strategic Medium-Term Plan
SNV	Netherlands Development Organization
SOS	Staff Opinion Survey
SPRP	Staff Performance Review Panel
SPM-KSP	Senior Policymakers and Development Managers Knowledge Sharing Program
STATNET	TAP-NET on Strengthening of National Statistical Capacity
STPC	Strategic Transformation and Policy Centre
TANGO	Association of Non-Governmental Organizations of the Gambia
TANZANET	Tanzania Knowledge Network for Development Policy
TAP-NET	Technical Advisory Panel and Network
TTI	Think Tank Initiative
UCCBP	Uganda Country Capacity Building Program
UEMOA	Union Economique et Monétaire de l'Afrique de l'Ouest
UNAM	University of Namibia Master's Degree Program in Public Policy and Administration
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UPE	Unité de Politique Economique
USAID	United States Agency for International Development
VOICENET	TAP-NET on Professionalization of the Voices of the Private Sector and Civil Society
WAIFEM	West African Institute for Financial and Economic Management
WAJA	West African Journalists Association
WBI	World Bank Institute
WTO	World Trade Organization
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZIPAR	Zambia Institute for Policy Analysis and Research
ZIMSTAT	Zimbabwe National Statistical System
ZWRCN	Zimbabwe Women's Resource Centre and Network

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 sustainable human and institutional capacity for poverty reduction in Africa.

CORE COMPETENCY AREAS

1. Economic policy analysis and management
2. Financial management and accountability
3. Public administration and management
4. National statistics and statistical systems
5. National parliaments and parliamentary institutions
6. Professionalization of the voices of the private sector and civil society

MODE OF INTERVENTION

- Grant-making
- Technical advice and support
- Knowledge-based products and services
- Partnerships

SPONSORING AGENCIES

- The African Development Bank (AfDB)
- The United Nations Development Programme (UNDP)
- The World Bank

MEMBERSHIP

Full Members (48), comprising:

- o 4 international development institutions (the African Development Bank, United Nations Development Programme, The World Bank and International Monetary Fund)
- o 44 countries (Benin, Botswana, Burkina Faso, Burundi, Cameroon, Canada, Central African Republic, Chad, Congo (Brazzaville), Congo (DRC), Côte d'Ivoire, Denmark, Djibouti, Finland, France, Gabon, Ghana, Greece, India, Ireland, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, The Netherlands, Niger, Nigeria, Norway, Rwanda, Sao Tomé & Principe, Senegal, Sierra Leone, Sudan, Swaziland, Sweden, Tanzania, Uganda, the United Kingdom, the United States of America, Zambia and Zimbabwe); and
- o One honorary member, the African Union.



28 September, 2010

Dear Mr. Chairperson:

In accordance with Article VII, Section 8 (e) of the Constitution of the African Capacity Building Foundation (ACBF), I have the honor of presenting to the ACBF Board of Governors the Annual Report of the ACBF Executive Board for the period 1 January – 31 December 2009. The audited financial statements for the abovementioned period, together with the report of the external audit firm thereon, are presented in the Annexes.

Please accept, Mr. Chairperson, the assurances of my highest consideration.

Lare Sisay
Interim Chairman, Executive Board

ACBF Board of Governors (as at 31 December 2009)

Governor

Louise Clément (Outgoing Chair)
 Sten Rylander (Incoming Chair)
 Eamonn McKee (Outgoing Vice Chair)
 Goodall Gondwe (Outgoing Vice Chair)
 Abderrahmane Ould Hama Vezaz (Outgoing Vice Chair)
 Obiageli Katryn Ezekwesili
 Louis Kasekende
 Pascal I. Koupaki
 Kelapile Ndobano
 Lucien Marie Noel Bembamba
 Clotilde Niziigama
 Louis-Paul Motaze
 Sylvain Maliko
 Ousman Mattar Bremé
 Pierre Moussa
 Olivier Kamitsti Etsu
 Charles Diby Koffi
 Mette Knudsen
 Dileita Mohamed Dileita
 Jorma Suvanto
 Robert Collin
 Blaise Louembe
 Kwabena Duffour
 Mihail Koukakis
 Antoinette Sayeh
 Venkatinsan Ashok
 Patrick Coleman
 Uhuru Kenyatta
 Richard Désiré Fienena

Member

Canada
 Sweden
 Ireland
 Malawi
 Mauritania
 The World Bank
 AfDB
 Benin
 Botswana
 Burkina Faso
 Burundi
 Cameroon
 Central African Republic
 Chad
 Congo (Brazzaville)
 Congo (DRC)
 Côte d'Ivoire
 Denmark
 Djibouti
 Finland
 France
 Gabon
 Ghana
 Greece
 IMF
 India
 Ireland
 Kenya
 Madagascar

Alternate(s)

Ellen Hagerman
 Staffan Smedby
 Cait Moran; Patrick Coleman
 A.M. Shawa
 El'Hassen Ould Zein
 Sudhir Shetty

 Boniface G. Mphetlhe

 Abdallah Tabu Manirakiza
 Yaouba Abdoulaye

 Pacifique Issoibeka
 Athanase Matenda Kyelu
 Marius Bessy
 Mia Kjems Draeger/ Peter Truelsen

 Sanna Halinen; Petri Wanner
 Magali Kreitmunn
 Anaclet Bissielou

 Ioannis Ferentinos
 Alfred Kammer

 Wycliffe Ambetsa Oparanya

Governor

Sanoussi Toure
Ramakrishna Sithanen
B. Koenders
Ali Mahaman Lamine Zeine
Mansur Muhtar
Poul Engberg-Pedersen
James Musoni
Angela Viegas Santiago
Abdoulaye Diop
Samura Kamara
Al Zubeir Ahmed Al-Hassan
Majozi Vincent Sithole
Mustafa Haidi Mkulo
Syda Bbumba
Tegegnework Gettu
Marcus Manuel
Becky Erkul
Situmbeko Musokotwane
Tendai Biti

Member

Mali
Mauritius
The Netherlands
Niger
Nigeria
Norway
Rwanda
Sao Tomé & Principe
Senegal
Sierra Leone
Sudan
Swaziland
Tanzania
Uganda
UNDP
United Kingdom
USA
Zambia
Zimbabwe

Alternate(s)

Lassine Bouare

Wilma van Esch
Yacoubou Mamane Sani
Stephen Oronsanye
Asbjorn Eidhammer
Charles Karake

Oumar Sylla

Lual Deng
Prince Hlangusemphi

Fred Omach
Moustapha Soumare
Tim Williams/Nicholas Waddell

Chileshe Kapwepwe
Willard L. Manungo

The Executive Board (as at 31 December 2009)



Lare Sisay
Interim Chair



Sibry Tapsoba



Tchabouré Aimé Gogué



Jan Isaksen



Kithinji Kiragu



Anand Rajaram



Frannie A. Léautier



Frans Werter



Ginette-Ursule Yoman

Capacity is Development

Message from The President Ellen Johnson Sirleaf

In an era where organizations come and many quickly disappear, the African Capacity Building Foundation (ACBF) is proving its staying power. The Foundation remains strong because of the vital role it plays in highlighting the need to develop, attract and retain Africa's brightest professionals, and in helping build, preserve and strengthen the institutions required in the continent's capacity development.

In 2011, the ACBF will mark 20 years of existence. The Foundation was established on February 9, 1991, in response to the severity of Africa's capacity problems and the challenge to invest in indigenous capital and institutions on the continent.

I have been associated with the ACBF since its inception. The Foundation was created at a period when there was a paradigm shift in development assistance; when technical assistance which entailed obtaining experts from developed countries was increasingly replaced with initiatives to build and/or develop local capacity with a view to sustainability of the development process. Development programs based on local capacity have the advantage of benefiting from local knowledge and local ownership.

As a former ACBF Executive Board Member and now as Head of State of the Republic of Liberia, I have witnessed the Foundation's evolution and experienced, first-hand, the impact of ACBF interventions.

By focusing on three dimensions of capacity building, namely, human, institutional and organizational capacity over the last



President Ellen Johnson Sirleaf

CGD

two decades, ACBF has committed over US\$400 million to capacity development projects and programs on the continent, targeting think-tanks, tertiary education institutions, including academic and non-academic institutions, and umbrella civil society and women's organizations.

Significant successes have been registered over the last two decades, particularly in the area of enhancing the capacity of think-tanks, many of which have become repositories for development policy options in their respective countries. The success of our own Liberian Macroeconomic Policy Analysis Capacity Building Project (LIMPAC) demonstrates that the

Message from The President Ellen Johnson Sirleaf

quality of output and the important role of these think-tanks helps to shape our development policy and attracts global attention as examples for other strategic partners.

I clearly see a nexus between capacity and development. My experiences in Liberia have also informed me that developing sustainable capacity on the continent hinges on effectively addressing the capacity constraints. Capacity gaps still top the list of challenging factors facing the continent. There is no question that "Capacity is Development."

Today, as it was 20 years ago when ACBF was established, its ideals and mission remain relevant. Building sustainable human and institutional capacity for poverty reduction in Africa is still a very valid mission.

Strengthening capacity is critical, if our continent is to achieve the Millennium Development Goals (MDGs). It is essential that these goals are integrated in the national development process, not as policies but as targets, given their central role in our national development programs.

Dr. Frannie Léautier, ACBF Executive Secretary, recently outlined three potential scenarios that face Africa: continentally owned and led on one hand; externally driven at the other extreme; and a sub-regional mosaic in between. I concur with her view that regardless of the scenario, capacity development at the institutional, organizational and individual level is crucial for the continent to register

development. For ACBF, this has meant providing start-up capital at strategic entry points; networking to scale; enabling patient capital for success; supporting dynamic oversight entities; and creating partnerships for learning and analysis.

Leadership also matters in capacity development and institutions are equally important in the development process.

As ACBF gears itself for the next 20 years, I encourage fellow Heads of State and Government to dream big, but dream realistically.

We all share a common vision for Africa, as that of the Foundation: that of a continent respected by its global partners for its socio-political and economic capabilities and endowed with effective institutions and policies acquired through sustained investment in people and institutions to deliver development results for poverty reduction. Let's all make it our mission to build human and institutional capacity for sustainable growth and poverty reduction in Africa.

For the next 20 years and beyond, I pledge my personal commitment and that of Liberia to the ACBF's ideals and mission. I again urge the Foundation to continue on an irreversible path toward achieving rapid, inclusive and sustainable growth and development, putting emphasis on building the capacities of, and providing more opportunities for, Africa's greatest asset – her people.





Statement of The Chair of The Board of Governors

18

Leading the way in Capacity Development

As you may already know, the year FY 2009 was historic in that the African Capacity Building Foundation (ACBF) welcomed the first female Executive Secretary in the 18 years of its existence. Ms Frannie Léautier, a Tanzanian national, joined the Foundation in July 2009. She brings a wealth of experience to the Foundation, having served as Vice President of the World Bank and Head of the World Bank Institute from December 2001 to March 2007. She also served as Chief of Staff to the former President of the World Bank from 2000-2001. Cumulatively, Ms. Léautier served in various capacities at the World Bank for 15 years, from 1992-2007. She joins the ACBF following a two year assignment as Managing Partner at The Fezembat Group, a company focused on risk management and leadership development. It is therefore with pleasure that we welcome Ms Léautier to the helm of the Foundation at this particular juncture.

As the Foundation celebrates its 18th birthday this year, we can all marvel at the rate of growth that the Foundation has achieved. With ACBF-supported operations in 40 sub-Saharan countries, close to US\$400 million already committed to capacity-building operations on the ground, and a membership of 48, including the three sponsoring agencies, the IMF, 44 African and non-African countries and one honorary member, the African Union, there is hope that the vision of the Founding Institutions, to eradicate poverty on the continent, might just be realized. ACBF possesses the convening power to draw together the continent and its development partners.



H.E. Mr. Sten Rylander
Chair – ACBF Board of Governors

Key among this year's activities was the planning and implementation of the Management Action Plan (MAP) which came out of the need to address the weakness revealed in the forensic and human resources audits completed in 2009. MAP has gone a long way towards rebuilding the confidence of the donors and other stakeholders, and congratulations go out to the management and staff of the Foundation for pushing it forward and transforming the culture at ACBF. Also instrumental at this turning point have been two of the Foundation's founding agencies, the African Development Bank and the World Bank, who have shared

their expertise and knowledge. The two institutions have also agreed to a harmonised set of milestones on which they will respond, and to re-commence disbursements. Efforts are underway to finalize the Memorandum of Understanding (MOU) for the Strategic Medium-Term Plan – 2007-2011 (SMTP II), the signature of which will open the door to the replenishment of the Foundation's coffers with funds critical for implementing SMTP II in full.

Besides the progress made with regards to the MOU, the Foundation was pleased to register the confirmation of pledged commitments by Sierra Leone, Djibouti, Guinea Bissau and Liberia. Namibia is poised to join membership of ACBF, marking strong African ownership of the Foundation.

The year also saw ACBF elaborating an evolving strategy and vision which will help to identify opportunities and strategies for ACBF to forge leadership in capacity building in Africa. Key in the evolving strategy is the decision by the Foundation's policy-making body, the Board of Governors, to

integrate issues of emerging concern into this evolving strategy in order to maintain relevance and flexibility in response to challenges. The Foundation is currently working on the modalities of linking this evolving strategy to SMTP II.

In 2009, the Foundation sought to consolidate the gains made in the development of a Results Measurement Framework for its current portfolio by retrofitting as well as incorporating the framework into future operations.

As the Foundation works to fulfil the requirements of the Management Action Plan, I ask for the continued support of stakeholders for the Executive Secretary, the management team and staff of the Secretariat in their endeavour to chart a new path for ACBF.

H.E. Mr. Sten Rylander
Chair – ACBF Board of Governors



Message from the Interim Chair of the Executive Board

20

2009 – Repositioning for the Future

As you know, the year 2009 was unusual and very eventful, not just for the African Capacity Building Foundation, but for the global economy as well.

In 2009, ACBF bid farewell to Mr. Emmanuel Tumusiime-Mutebile, who had been the Chair of the ACBF Executive Board since June 2003. Mr. Tumusiime-Mutebile guided the Foundation from 2003 and during his tenure, successfully oversaw the recruitment and assumption of duty by the current Executive Secretary, Ms Frannie Léautier. The Foundation is grateful to Mr. Tumusiime-Mutebile for his tireless contribution to the growth of the Foundation, and wishes him well in his future endeavors.

I assumed the interim Chairmanship of the Foundation in September 2009 at a time of great uncertainty for the future of the Foundation. Indeed, 2009 was a challenging year, as the Foundation underwent the process of ensuring that it Foundation was brought back to keel.

The year 2009 was also a year of visioning and rebuilding of the Foundation. The key developments in 2009 included the finalization of the Human Resource and Forensic Audits and the implementation of the Management Action Plan (MAP). A large component of the MAP involved reforming the ACBF Human Resource function and this saw the Executive Board approving the ACBF Code of Conduct, the Disciplinary and Grievance procedures; a Leave policy and a Sexual Harassment policy. Considerable strides were also made in the various areas of focus such as risks and controls, finance,



Lare Sisay
Interim Chairman, Executive Board

communications, strategy, operations, information and communication technology (ICT) and governance. These reforms combined, have placed the Foundation on a strong path of recovery as well as making it a more strategically focused and well governed institution.

In addition, the year marked the first portfolio review in the history of the Foundation. The main aims of the review were to establish a snapshot of the status of the ACBF portfolio of projects and programs, forming a baseline from which to inform the ACBF Boards, management, staff and ACBF

Grantees about the operations of the Foundation. The portfolio review process is also intended to improve governance at project and program levels by highlighting the scope and nature of project/program challenges for redress by the Foundation.

I wish to thank the ACBF Board of Governors for their continued (political and financial) support to the Foundation, especially during the course of this very challenging and busy year. Recognition also goes out to members of the Executive Board for their teamwork and valuable input in all aspects of the work of the Foundation.

I would like to take this opportunity on behalf of the Executive Board, to congratulate the management and staff

of the ACBF for their hard work and resilience at a time of great uncertainty at the Foundation. We truly appreciate their dedication and commitment to the ideals for which the Foundation was created.

To all our constituents, we appreciate your patience and understanding during the reforms at ACBF. Together we have managed to re-engineer a more focused and strategic Foundation for our continent.

Lare Sisay
Interim Chair, Executive Board



Foreword from The Executive Secretary

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'Green shoots for a good harvest'

The year 2009 was characterized by the financial crisis and the global economic crisis, which reverberated and resonated in all parts of the world, including Africa.

The good news, from a recent IMF report on sub-Saharan Africa in 2010 and from the observations of many policy analysts, is that the effects of the crisis on the continent have been fortunately mild. This can be attributed to, firstly, the heavy investment African economies and governments have made in terms of policy reforms, and the continued sustenance to a large extent, in maintaining the pace of these reforms. This has allowed macroeconomic stability to be maintained and has allowed spending, particularly on safety nets to continue, thereby positioning the continent for higher growth. Secondly, the lessons learnt from other continents have helped Africa in adhering to policies and their implementation even in difficult times, with a focus on the larger and longer term objectives.

Policies, Skills Set and Sustainability

In terms of the big trends in 2009, this financial crisis has heightened awareness of how important it is to address the kind of skills gaps that are needed to function properly in crisis situations. The fact that the continent was able to withstand the challenges informs that the required skills are available, and that there is a need to ensure that the skill set is maintained. Further, the crisis has made it clear that we need to create readiness and awareness for other types of crises, for instance those that may come from climate change or food security challenges. This financial and global



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Executive Secretary

economic crisis has also made us aware of the premium on “how-to” skills because, how you are able to accomplish reforms and institute change goes beyond the theoretical underpinnings of how you develop a particular policy or a particular project design. The fact that Africa has successfully emerged out of the global economic crisis indicates that the “how-to” part has been appropriately mastered and that people have not only learned the theory of macroeconomic policy management but the “how-to” manage a macro economy has also



been transmitted. So those are positive aspects that come out of learning from the crisis.

Crisis and Turning Points

In 2009, a number of important turning points have also been visible on the continent, particularly as they play out in relation to the gains in policy reforms. The first one has to do with the turning point on policy, as reflected by the financial crisis, which has shown us the relevance of the staying power of policy reform; when a country maintains policies that are favorable for development, they are able to recover from a crisis faster and results are sustainable. The second visible turning point in Africa has to do with the transformation on the agricultural front. Two other turning points are important: in demographics as well as in technology. Rwanda is a good example to illustrate the turning points as the country has become one of the best reforming countries, exporting agricultural products at a very high level, despite being landlocked, as a result of tapping into the transformation in agricultural production

through smart use of traditional and new technologies, coupled with solid reforms in the business environment. The second turning point is visible throughout the continent; mainly in the results of investment in improving health systems seen in child mortality rates which has had a big impact on the ability of families to focus on the future. Coupled with investments in primary education the continent has the foundation for even further transformation as it taps into the creativity of the youth. The third visible turning point has to do with an emerging rural elite, which is providing Africa with greater potential to integrate rural and urban areas and further enhance rural productivity. The increased access to technological inputs such as cell-phones and new types of seeds and farming techniques also play a role. The cell phone has had other effects, because of its capacity to stretch geographical and cultural boundaries, integrating the continent, regionally and across the world. These successes bode well for the capability of the continent to deal with emerging issues related to globalization.



Not all the effects of the crisis have been positive, however. There have been negative effects that can be seen as a result of the global economic crisis, particularly the diminished financial contributions to the continent coming from the advanced economies, since the crisis continues in those parts of the world. We see the effects on the African continent in the form of reduction in direct foreign investment and reduction in aid flows, particularly to capacity development.

Achievements

Outside the scope of the financial crisis, major achievements for the Foundation have been highlighted by a demand, from stakeholders, for new types of products and services, related to: how to manage for resilience in general; policies to manage private flows, particularly around infrastructure finance and domestic finance instruments; skills to deal with policies that go beyond national boundaries, like remittance management and trade policies. There has also been more demand for the knowledge products of the Foundation, to speed up the learning, particularly with respect to regional integration and trade, debt and budget management, and governance.

The first achievement of the Foundation is the work that has been invested in making the Foundation more visible. Visibility has resulted in more demand, but this demand would not have arisen if we had not stabilized the Foundation, creating conditions for solid support to countries within a sound fiduciary environment. Crisis has a way of eliciting the wrong kind of visibility and so another challenge

for ACBF arose in the need to manage visibility and reputation, to position the Foundation, by showing what it has been doing in the last 20 years, and doing right, as well as focusing on risk awareness and management. The mindset of risk awareness and dealing with crisis has allowed the Foundation to improve its program designs and its approach to supervision, while at the same time embedding the awareness and capacity to manage risks in the approaches that countries take to implant change in the critical development areas. Teams in the Foundation now take these issues of risk into consideration from the outset of the programs and embed risk considerations in the dialogue with stakeholders.

The Foundation learnt tremendous lessons as a result of tackling the issues highlighted in the 2008 Audit report: a Management Action Plan put in place in July 2009 has resulted in a restructured Foundation, with revamped systems, processes and controls solidly in place. The actions implemented under the Management Action Plan have oriented the Foundation to effectively tackle the challenges of the next 20 years. It was a very necessary change and the stabilization and reforms together have put the Foundation in a highly competitive place to help the continent achieve great strides, as it deals with demands that would require reinforced capacity in the next 20 years.

Another of the Foundation's achievements is in the area of re-skilling. We've been able to bring in new talent, sourcing widely from across the world to bring Africans back from the



Diaspora, taking people who have been working in the private sector, civil society, other organizations and governments, bringing them to the Foundation and having them contribute to the thinking of how we handle the complexities of capacity development in the coming years. The portfolio review we undertook in 2009 has enabled the Foundation to focus on improving the impact of the money spent on capacity development and here I can recount very concrete results: ACBF has gone from only 10% of its portfolio being highly satisfactory to 26%, almost tripling the percentage of projects that are highly satisfactory. At the same time, ACBF has managed to keep the number of problem projects stable, and the dollar value at risk at fewer than 3%. Given the risk involved in undertaking capacity development, one of the most challenging areas of development, it's quite an achievement. The staff of the Foundation needs to be commended for being able to get those results while restructuring the Foundation and putting in the necessary controls. However, as a result of focusing on the portfolio quality, there has been limited creation of new projects and programs in 2009, a factor we are paying close attention to in 2010.

During the restructuring, one of the critical challenges was to restore morale at the Foundation. This was immediately handled by having very open communications and involving staff in seeking solutions to identified challenges.

Regular feedback, with sharing of results, made the process transparent and the experiences of dealing with the

transformation of the Foundation presented opportunities for thinking about how transformational change can be brought about in other settings. Our own microcosm of the Management Action Plan (MAP) and how we put it together and the challenges which we faced, highlight the very tenets of what the Foundation does and how, which makes its programs successful through ownership, transparency and accountability for results, as well as monitoring and evaluation of impact. Getting people involved and on board in key changes and in a major change process can indeed be most challenging, and requires skills and dexterity in achieving results. ACBF's own learning in tackling these challenges internally has created opportunities for us to help our Grantees do the same.

The other challenge was to try to effect all the changes without knowing whether resources would be available to continue beyond the timeframe of the MAP. This created an environment which demanded attention to efficiency and productivity and, as a result of that attention, we came out with successful changes in all spheres. I believe this is a lesson we can hold more broadly in looking at capacity and how the Foundation goes about achieving it. Grant recipients are required to prepare financial and operational reports that are collected and reviewed during supervision. I believe the attention to efficiency and effectiveness we have cultivated at the Foundation will translate into how effectively our grantees manage their own programs because we now are very conscious of it ourselves.

Capacity is one of the most difficult areas in development. Its complexity requires one to work on multiple fronts and that means partnerships. These partnerships can be very varied and thus valuable for the purposes of learning. Partnerships are also an opportunity for leveraging, and an opportunity to reconfigure and rethink things. They obligate one to work in a different way and that is perhaps the most fundamental issue of partnership. ACBF has committed to the Paris and Accra agendas and for that to be achieved clearly, partnership is one of the key principles. In the coming years, partnerships will provide great potential for reconfiguring and transfiguring the way the Foundation works.

Seeds

In the meantime, and in preparation for how ACBF will move forward in the next 20 years, just as a shoot comes from a seed, the seed we look at in order to shape our strategy is what is going to happen on the continent in the coming years. We look at different movements and trends and we use these to shape scenarios because within these scenarios there are movements and dynamics that can take us in different directions. Therefore we prepare our strategy in the context

of a dynamic environment and different potential futures. One cannot predict the future but you can be prepared for it and that's the approach that we take at the Foundation. Once the shoots are out and they are green and visible, we can decide on which way we want our plant to grow, taking into consideration all that we have learnt and balancing the demands for our work while maintaining efficiency, accountability, and keeping room for innovation, including innovation through partnerships and strategic choices. The harvest depends on the investment and, at the end of the day, we hope to harvest successes because we are also investing in our own skills, through a very strategic Human Resource program which is embedded into our strategy. We are also investing in collecting knowledge and ideas so that that platform is available to inform, not only our programs, but also others who are interested in capacity building. We are using this knowledge to see how far we can go, where our resource base is and embedding our resource mobilization strategy, so that we can harvest better because we we're prepared with the right inputs and implements. We are also investing in telling people our story because stories can be so important in transforming people, transforming societies and ideas. Using stories to achieve change is very important, so at ACBF, we are looking at how we can harness those stories of success and use them to create even more dynamic changes due to these stories being told. The question I would like to end with is: how we can actually use those uniquely African talents like storytelling - given that it is such a powerful medium - for change, in order to actually transform the continent?

The shoots are green, there will be good harvest.





As at the end of December 2009, The ACBF portfolio comprised 111 active projects and programs across the Foundation's six core competency areas. The distribution is as follows: economic policy management/training institutions (44.5%); financial management and accountability (11.7%); public administration and management (12.5%); national parliaments and parliamentary institutions (7.0%); national statistics and statistical systems (5.5%) professionalization of the voices of the private sector and civil society (18.8%). These are significant achievements given the environment within which the Foundation was operating - characterized by the global financial crisis, fluctuating energy prices, increasing food prices, and political transition in some countries, not to mention the internal changes that the Foundation was going through.

I. Economic Policy Analysis and Management

Economic policy analysis and management is the largest ACBF core competency area of intervention. Since the establishment of the Foundation in 1991, the first generation of ACBF-supported interventions have lent support to policy research centers and economic policy management training programs.

Economic Policy Management (EPM) training programs are now established in seven universities across the continent, namely Cameroon, Cote D' Ivoire, Democratic Republic of Congo, Ghana, Mozambique, Uganda and Zambia. In 2009, the EPM programs at the University of Lusaka, Zambia and

University of Eduardo Mondlane, Mozambique admitted their first intake of students who have successfully completed their course-work and are expected to graduate in 2010. In 2009, the EPM program at Makerere completed the installation of video conferencing equipment and conference facilities to accommodate 60 people. It is expected to be functional in 2010, and will be utilized for the exchange of lectures by professors from other EPM programs. The EPM - Makerere website was also upgraded, with dynamic features such as blogging and online applications to allow for increased interaction amongst the students and lecturers through e-learning. The third and fourth intakes for the years 2008/09 and 2009/10 admitted a total of 102 students, of whom 60 were sponsored by the ACBF Grant facility. The program has been able to attract students from post-conflict countries such as Liberia, Rwanda, Somalia, Sudan, and Sierra Leone. Over the last two years, the program has also attracted self sponsoring students comprising between 18 -33 % of the enrolling class.

In April 2009, EPM-Makerere facilitated the launch of an Economic Policy Management African Network workshop, which was organized by Economic Policy Management institutions in conjunction with ACBF and the World Bank Institute (WBI). This workshop brought together all seven ongoing EPM programs. As a result of this workshop, five EPM IT specialists have undergone training to enable them to support the on-line distance learning component of the EPM Program.



The International Development Research Centre (IDRC), the William and Flora Hewlett Foundation and the Bill and Melinda Gates Foundation launched the Think Tank Initiative (TTI) in 2009, with the aim of supporting independent policy centers to undertake research. After a review of over 300 institutions, 24 institutions in East and West Africa were awarded the TTI Grant, totaling US\$ 30 million. Of these, seven were ACBF supported institutions, where ACBF had played a key role in their establishment. These are: Ethiopian Development Research Institute (EDRI); Ethiopian Economic Association/Ethiopian Economic Policy Research Institute (EEA/EEPRI); Institute of Policy Analysis and Research - Kenya (IPAR-Kenya); Kenya Institute for Public Policy Research and Analysis (KIPPRA); Institute of Policy Analysis And Research - Rwanda (IPAR-Rwanda); Economic and Social Research Foundation (ESRF- Tanzania); and Economic Policy Research Centre (EPRC- Uganda).

Throughout 2009, ACBF policy centers continued to contribute to the policy-making process in their countries. For instance, EDRI's research recommendations were instrumental in the establishment of the Ethiopian Commodity Exchange and Ethiopia's accession to the World Trade Organization (WTO). The Centre for Policy Analysis (CEPA) was appointed to chair the Advisory Committee on Agricultural Statistics in Ghana, in addition to being a member of the Steering Committee on Agricultural Census. These collaborative efforts have led to a marked improvement in both the quality and availability of agricultural statistics for policy research

and a more accurate assessment of agriculture production in determining Ghana's gross domestic product (GDP). The Botswana Institute for Development Policy Analysis (BIDPA) produced Botswana's Performance Report for the Vision 2016 goals and conducted two major studies, one on Agricultural Infrastructure Development Initiative Implementation Strategy and the other an Agricultural Sector Policy Review.

ACBF's Operations Monitoring and Evaluation Department (OED) launched an independent evaluation of key policy units including Centre d'Analyse des Politiques Economique et Sociales (CAPES) and KIPPRA. The evaluation confirmed that CAPES has evolved into a leading institution in Burkina Faso, playing a key role in terms of capacity building in the formulation, implementation and monitoring of government policies. The evaluation revealed that the most relevant needs and priorities in Burkina Faso are poverty reduction, capacity development and regional integration. The report also rated CAPES' effectiveness on the basis of its successful delivery of high quality research output; the successful establishment of a core group of qualified researchers; the successful establishment of a network of researchers; the high demand for services, good oversight and ownership by the Government of Burkina Faso.

The KIPPRA evaluation report showed that its research and capacity building programs remain relevant for Kenya's national development strategy in that they have maintained close interactions with various government ministries and

other public agencies, and also with broader stakeholders in the private sector and civil society. Amongst other factors, the relevance of KIPPRA comes from the fact that its beneficiaries are clearly identified and targeted throughout the project's implementation. The primary beneficiaries are policymakers in key government institutions who need to intervene in policy-making at the policy initiation stage. KIPPRA has been involved in the initiation and/or development of public policy documents such as the Economic Recovery Strategy (ERS) 2003-2007, Vision 2030 and the Treasury Macroeconomic Model.

II. Financial Management and Accountability

The Macroeconomic and Financial Management Institute (MEFMI), a regional institute domiciled in Zimbabwe, is regarded as an important body by its client institutions. Its activities are rated as relevant, although there is room for expansion and shifting of the institution's capacity building focus into more country specific training in order to better respond to the growing and complex needs faced by MEFMI countries' members.

MEFMI's reported impact in relation to its activities is cumulative, reflecting its institutional growth. Some of the reported outcomes during 2007-2009 are the improved analytical capacity in broad macroeconomic analysis by officials in the Ministries of Finance, Ministries of Planning and Central Banks' Research/Economic/Policy Units. Achievements were also reported in the improved capacity in financial programming and macroeconomic policy design in

most member countries (Kenya, Tanzania, Uganda, Botswana and Namibia); the production of country status reports on modeling capabilities in nine member countries; the improved quality and analysis of Balance of Payments, International Investment Position, Standard National Accounts, Government Finance Statistics and Foreign Private Capital and sound public policy decision-making in Zimbabwe and Namibia, through assistance and advice.

III. Public administration and management

Interventions in the area of public administration and management contributed to improvements in public sector management.



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The Namibian Performance Management System Project (NPMSP) expanded the scope of the NPMSP Secretariat through the elevation of the project to a Program Management Unit within the Office of the Prime Minister and thus potentially increasing its mandate to coordinate and facilitate major decision-making and implementation processes.

NPMSP also completed the roll-out of the Performance Management System in six pilot government offices, ministries and agencies (OMAs). This led to Permanent Secretaries in the six pilot OMAs signing the Performance Agreements.

The Ghana Institute of Management and Public Administration (GIMPA), which offers training in public administration and management, entered into partnership with the African Women's Development Fund (AWDF) in Accra and a US-based organization, Resource Alliance, to strengthen civil society organizations. GIMPA established a 20 day certificate course in resource mobilization and management and administration for non-profit organizations. This is part of an overall attempt to professionalize the non-profit sector in Africa through the provision of recognized qualifications in response to sector specific training needs. This has been an exciting initiative, in which Grantees have reported a shift in their management, resource mobilization and administration practices with significantly improved results.

IV. National statistics and statistical systems

Capacity building interventions in statistics such as the support given to the Zimbabwe National Statistical System (ZIMSTAT) project have made a significant contribution in this area. In July 2009, H.E. President of Zimbabwe, Robert Gabriel Mugabe signed the Census and Statistics Act, which gave birth to the Zimbabwe National Statistics Agency (ZIMSTAT). This is one of the key milestones of the

ZIMSTAT project, which will in the long term contribute to entrenching the Census and Statistics Act and transforming the Central Statistics Office (CSO) in Zimbabwe into a semi-autonomous statistics agency, thereby raising its profile. ZIMSTAT committed to the development of a statistical audit of key National Statistical System (NSS) stakeholders, in order to update basic data and parameters required to feed into the completion and costing exercise of the National Strategy for Development of Statistics (NSDS). The project also embarked on selected advocacy and coordination activities within the NSS, including hosting the African Statistics Day, 2009. Another significant achievement has been the support for the training of CSO and other NSS staff. Fourteen students from Zimbabwe are currently being trained at Makerere University (Bachelor's Degree in Statistics) and at the Eastern Africa Statistical Training Centre in Dar-es Salaam (Diploma in Statistics).

V. Professionalization of the voices of the Private Sector and Civil Society

Until June 2009 Zambia had no policy on small and medium enterprises (SMEs). With ACBF financial support, the Zambia Chamber of Small and Medium Business Associations (ZCSMBA) has managed to lobby the Government of the Republic of Zambia (GRZ) to spell out a concrete policy on SMEs. The SME policy was approved and adopted by the government on 5th June 2009.

The ZCSMBA has so far been able to successfully lead the lobbying for a reduction in the license and permit fees

charged to its members and other SMEs. In March 2009, the Lusaka City Council increased the cost of licenses, permits and other charges in some cases by as much as 200%. Through lobbying and advocacy, ZCSMBA and its members campaigned for the reduction of these fees through the Ministry of Commerce, Trade and Industry (MCTI), the Ministry of Local Government and the Ministry of Finance. Six weeks later, the MCTI issued a Statutory Instrument significantly reducing the fees, and in some cases totally eliminating the costs of certain licenses, permits and other charges.

2009 also registered a number of noteworthy outcomes in gender related issues. ACBF's women's empowerment projects found themselves operating in an environment where the global financial crisis had a profound impact on women's lives and resources. One result was that support for women's organizations was deeply impacted. On International Women's Day (March 8th), the African Women's Development Fund, (AWDF) assembled women leaders from around the world for the International Colloquium for Women's Empowerment, Leadership Development, International Peace and Security, in Monrovia, Liberia. This colloquium, conceptualized in 2006 during the inauguration of Africa's first female President, Madam Ellen Johnson Sirleaf, brought together 400 international participants and 400 Liberian national participants. These included female leaders, in their capacities as government ministers, CEOs, organizational presidents, executive directors, NGO and community leaders.

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The conference, co-convened by President Johnson Sirleaf and President Tarja Halonen of Finland, aimed to create an environment for women and their champions around the world to discuss, learn, demonstrate and act on the benefits and lessons learned from women in leadership.

Projet d'Appui au Centre National des Organisations de Femmes du Gabon (CENAF-Gabon) undertook an inventory of micro-finance organizations in which several women received training on agricultural techniques. They were given the opportunity to practice these techniques in a pilot farm supported by the CENAF project. CENAF has become a regular partner of the Ministry of Women's Affairs in the formulation of policies towards the promotion of women in Gabon.

ACBF's support for *Projet de Renforcement des Capacités de la Société Civile dans la Prévention et la Gestion des Conflits en Afrique Centrale (PREGESCO)* seeks to strengthen the capacity of civil society organizations to actively partner with governments and regional and international organizations in the process of conflict prevention and management. The launch of the project's website in January 2009 provides a wide range of information pertinent to civil society's lobbying and advocacy activities. Through the PREGESCO network, a platform for experience-sharing in conflict prevention and management is now available for use by civil society organizations. The project is increasingly associated with the Economic Community of Central African States (ECCAS) on addressing conflict issues in the region. In July and August 2009, PREGESCO was invited to attend to the presidential elections in the Republic of Congo and in Gabon as observers.

VI. National Parliaments and Parliamentary Institutions

Cellule d'Analyse des Politiques de Développement de l'Assemblée Nationale (CAPAN) in Benin has made good progress on gender issues, with CAPAN supporting a network of women parliamentarians. CAPAN has also been able to innovate and to offer new products, adapted to parliamentarian needs. Other parliaments in West Africa, such as Togo and Mali have requested CAPAN's assistance in strengthening the analytical function of their institution. CAPAN has provided assistance to the parliament of Mali. Togo's parliament also conducted a benchmarking mission to CAPAN.



Drawing from ACBF's almost 20 year experience, the following are highlights of some of ACBF's major achievements over the period.

ACBF: A valued African institution: ACBF's membership, comprising both new African and non-African members, recognizes the Foundation's contribution to capacity building in Africa. Several new countries joined the Board of Governors and made contributions to the Foundation's Trust

Fund. Membership and participation also grew among bilateral donors.

Country Ownership of Capacity Building Programs: The delivery of capacity building assistance founded on leadership by local actors and utilizing existing local expertise has contributed to enhanced ownership of capacity building projects supported by ACBF. The heightened awareness on the importance of capacity building is reflected in the African Union Declaration of the African Capacity Building Decade and the emerging New Partnership for Africa's Development (NEPAD) Capacity Development Strategic Framework for Africa. The mandate given to ACBF by the Heads of State and Government Implementation Committee (HSGIC) of NEPAD to conduct a capacity needs assessment survey of Africa's regional economic communities is another example of ACBF's increased visibility in the capacity building arena on the continent.

Support for the Poverty Reduction Strategy Paper (PRSP) Process, NEPAD and the African Peer Review Mechanism (APRM): A number of ACBF-supported institutions served as lead or coordinating institutions for the design, implementation and monitoring of the PRSP process. Others provided technical input through policy analysis and research work, and several institutions played a role in monitoring program implementation and evaluating their effectiveness. ACBF-supported institutions have been very active in providing technical input for the APRM process and various institutions have participated actively in the process.



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Some ACBF Successes

These include CEPA, Ghana; Institute of Statistical, Social and Economic Research (ISSER), Ghana; Centre for Corporate Governance (CCG), NGO Council, KIPPRA, and IPAR, Kenya.

Strengthening Voice, Participatory Governance and Accountability: Strengthening of voice of non-state actors and improving the consultative processes in policy-making, as well as support for the APRM process shows how ACBF plays a key role in enhancing participation and accountability in

economic and social governance on the continent. Through the Foundation's interface projects, ACBF has been instrumental in fostering dialogue between governments and non-state actors in many African countries.

Capacity to Build Capacity: ACBF has adopted innovative models in its support for tertiary institutions and other specialized training institutions in the areas of economic and financial management and strengthening public administration. These models leverage economies of scale in the utilization of regional expertise, while strengthening training capability of participating national institutions across different regions. A good example of this innovative partnership model is the African Economic Research Consortium (AERC), which is the executing agency for various economics and agricultural economics programs. A similar initiative exists for Francophone Africa, hosted by Programme de Troisième Cycle Inter Universitaire (PTCI). These interventions significantly increased the availability of well-trained African economists to occupy key positions in economic ministries and agencies, the private sector, as well as to bilateral and multilateral institutions and regional organizations. In the process, the training programs enhanced the human and institutional capacity of economics departments and faculties. ACBF also supported a number of training programs, which contributed to building regenerative capacity. The Foundation spearheaded the launch of the Economic Policy Management (EPM) training programs, hosted by the University of Cocody, Cote d'Ivoire; University of Ghana at Legon, Ghana; University of Yaounde II,



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Cameroon; and Makerere University, Uganda. In this category also, is the Banking and Finance training program, hosted by Centre Africain d'Etudes Supérieures en Gestion (CESAG), Dakar in Senegal and the continental Public Sector Management Training Program (PSMTP), launched in September 2005. This effectively builds and scales up capacity to build capacity in sub-Saharan Africa.

Retention of Skills and Reversal of Brain Drain: ACBF contributed to the retention of skills on the continent and the attraction of development management professionals who had left for greener pastures. Policy Centers and specialized training institutions, as well as departments in 78 universities participating in the training programs supported by ACBF, have provided opportunities to retain and utilize teaching and research capacity in three critical disciplines: macroeconomics, microeconomics and agricultural economics. This also applies to the faculties that train

individuals in economic policy management, as well as banking and finance programs. Some of the teaching and research staff in these policy centers and training programs are the products of the reversal of brain drain, and have since remained on the continent. The TAP-NETs, which provide a platform for drawing on the skills and experiences of Africa's Diaspora communities, contribute to brain gain.

Revitalization of Existing Regional Institutions: ACBF contributed to the revitalization of a number of existing regional institutions such as the Banque Centrale des Etats de l'Afrique de l'Ouest/Banque des Etats de l'Afrique Centrale (BCEAO/BEAC), the African Training and Research Centre in Administration and Development (CAFRAD), CESAG, the Council for the Development of Social Science Research in Africa (CODESRIA) and the Association of African Universities (AAU).



Empowering citizens and non state actors to influence public policy: Effective use of interface frameworks - GHANA

In 2003, the Institute for Democratic Governance (IDEG), in partnership with the African Capacity Building Foundation (ACBF) launched a four-year Interface Capacity Building (IDEGCAP) Project (2003-2007), aimed at empowering citizens and non-state actors to influence public policy decisions and their outcomes. Under the project, the Institute undertook policy research and analysis, dialogue and advocacy, and capacity building activities with the purpose of contributing to

the consolidation of democracy and good governance in Ghana to accelerate poverty reduction and sustain development. Currently in Phase II, IDEG has recorded impact on the ground in Ghana through various dialogue and networking instruments. The public forums and dialogues fall under IDEG's formal interface frameworks.

Public Forums and Dialogues

The interface platforms such as the Ghana Speaks Lecture Seminar Series (GSLSS), the Growth and Poverty Forum (GPF) and the Governance Issues Forum (GIF) have been effectively used to facilitate high-level dialogue at the national and local levels respectively. The Ghana Speaks Lecture series launched in 2007, by design, is a mechanism for promoting informed public policy dialogue amongst researchers, the public and government officials on critical issues affecting nation-building and the sustainable and equitable development of Ghana. The public lectures over the years have given the Ghanaian public a platform for discussing such issues dispassionately and intelligently, in order to build a broad-based national consensus and support for attendant policies and programs. Proceedings are broadcast live on radio and are later published and distributed extensively to government departments and agencies, development partners, Members of Parliament, scholars and researchers and to the civil society organizations (CSOs).

Public Policy Dialogues (PPDs)

In 2009, IDEG introduced the public policy dialogues (PPDs) as a new line of interface frameworks and already some impact has been made. The second of the dialogues was on the topic

“Towards peaceful and administrative transitions in Ghana”. The objective of this discussion was to foster public debate on the challenges experienced with post-election transition periods in Ghana with a view to generating ideas on best practices in planning and managing political transitions and also to facilitate the crafting of an appropriate political transition framework that could endure and impart substantial stability to the country's new democratic arrangement.

The Governance Issues Forum (GIFs)

Introduced in 2004, this platform of dialogue empowers citizens to participate more effectively in decentralization and local governance processes in Ghana. Currently convened in twenty-six districts selected across seven of Ghana's ten administrative regions, the GIF has made substantial contributions in facilitating dialogue and collective action between state and non-state actors in support of local and national development priorities and their effective delivery.

Successful Execution of an Elections project

As the country prepared for the presidential and parliamentary elections in 2008, IDEG initiated the move to form the Civic Forum Initiative (CFI), a coalition of CSOs and individual citizens committed to credible, free and fair elections. The CFI, working on the principle that citizens in their various communities are the major stakeholders of democratic elections rather than political parties mobilized citizens to assist in the management of the election process by training a critical mass of citizens to serve as voter educators and election observers in order to ensure a peaceful and credible election. IDEG now hosts the CFI Secretariat. The CFI collaborated with

the National Commission on Civic Education (NCCE) in carrying out voter education and observation exercises for voter registration, exhibition and the elections. The CFI in collaboration with the National Peace Council (NPC) contributed significantly to diffusing the political tension in the country and eventually to the success of the 2008 general elections.

Master's Degree in Banking and Finance at the Centre Africain d'Etudes Supérieures en Gestion (CESAG) - SENEGAL

The Executive Board of ACBF approved the Banking and Finance Master's Degree Program at CESAG in November 2000. The main objective was to build the institutional and human capacity of CESAG to enable it to organize a Master's Degree in Banking and Finance (MBF) of international standards. The performance of MBF Project (Phase I) clearly indicates that the MBF at CESAG has become the only training institution in West and Central Africa with the institutional and human capacity to organize and award an MBF that is recognized by the Conseil Africain et Malgache de l'Enseignement Supérieur (CAMES).

When it was established, CESAG's MBF was recognized as a radical institutional and pedagogical innovation in Africa, due to its design, mode of delivery, linguistic and geographical coverage and duration. Several pedagogical and technical partnership agreements have been signed by the Project to date, with several European, North American and African training institutions and organizations providing trainers, hardware and

software for training. CESAG's MBF project promoters and managers established strategic partnerships with CESAG's parent institution, the Banque Centrale des Etats de l'Afrique de Ouest (BCEAO); its counterpart in Central Africa, the Banque des Etats de l'Afrique Centrale (BEAC); the Bank of France; INSEAD; New York University's Stern School of Business; and the University of Brussels. As at the end of 2006, four cohorts had been trained, with 167 participants graduating.

In May 2006, the Executive Board approved a grant of US\$ 1.5 million to strengthen the implementation of CESAG's Master's degree program in Banking and Finance and to enhance its sustainability. The approved grant will help to train an additional 400 middle and high-level African managers in banking and finance and strengthen networking with relevant professional associations, training institutions and corporations, in order to raise the visibility and accessibility of the program. The Grant Agreement relating to CESAG MBF Phase II was signed on July 21st, 2006 and the project became effective on April 3rd, 2007. The total cost of MBF Project (Phase II) is US\$ 3,332,985 for four cohorts. ACBF provided 45% of the total cost, with several other donors providing co-financing, including UEMOA, BCEAO, Banque de France and the European Union. 28% of the project budget will be financed with resources to be generated by the CESAG project.

In 2008, the Project conducted a tracer study, seeking to answer two questions: (1) Did the targeted scholars receive the diplomas for which they were enrolled? 2) After graduation, where did the scholars eventually live and work? Was it the case that these graduates were recruited and stayed in key institutions in banking and finance in the targeted countries?

According to the outcomes of the tracer study, at 100%, the program completion rate was excellent and 98% of the graduates were recruited by key financial institutions.

In 2008 and 2009, CESAG's MBF was recognized as the leading program in banking and finance in Africa, ranked No 1 by the international publication, "Jeune Afrique".

A Policy Unit with Influence KENYA

ACBF - supported policy units provide rigorous analysis and insightful perspectives on economic policy issues. In 2009, the Kenya Institute for Public Policy Research and Analysis (KIPPRA) launched the Kenya Economic Report entitled: "Building a Globally Competitive Economy".

The Kenya Economic Report, 2009, is the first report of its kind by the Institute and marks the beginning of independent assessments of economic performance and medium term prospects that will be conducted by KIPPRA annually. The reports will continue to monitor Kenya's economic performance by benchmarking against comparator countries and the newly industrialized countries.

In preparing this report, KIPPRA researchers studied similar non-Kenyan reports and adapted specific features to the Kenya Economic Report. This series of reports will continue to provide a better understanding of Kenya's development challenges and help benchmark the country's economic performance against comparator countries.

The report is organized into four parts. In Parts I and II, Kenya's performance is evaluated in comparison with 'peer' countries and those countries that Kenya aspires to emulate. The report aims to track this relative performance regularly to ensure that the country gains ground on the 'bigger' economies. While Part I reviews the macro and socio-economic performance of the Kenyan economy, Part II analyses the state of the economy at the sector level, using selected sectors including agriculture, trade, manufacturing, financial services, tourism and environment. Part III presents the projected medium-term prospects for the economy covering the period 2008-2011. The analysis of the prospects takes into account the impact of the political crisis. Part IV provides a synthesis of the key issues in Kenya's competitiveness and suggests policy options for making the country globally competitive.

During the ten years that KIPPRA has been in existence, it has consolidated its role as the government's main policy advisor in economic issues. Capacity is still weak for policy formulation and analysis in government, private sector and civil society and therefore KIPPRA's strategic role in policy research and analysis will continue to deepen. KIPPRA's role will continue to be crucial in the implementation of the Government's Kenya Vision 2030 and other development strategies.

Capacity development in macroeconomic management, financial sector management and debt management – EASTERN AND SOUTHERN AFRICA

The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) is a regionally owned

institute with 13 member countries. Founded in 1997, it works to build sustainable human and institutional capacity in Central Banks, Ministries of Finance and Planning Commissions, foster best practices in these institutions and bring emerging risks and opportunities to the fore among executive level officials. The core components of its mandate include the Macroeconomic Management Program; Financial Sector Management Program; and Sovereign Debt Management Program. Inter-disciplinary activities are grouped under a fourth component: Multi-Disciplinary Activities.

MEFMI's capacity building activities have led to a substantial number of outcomes in macroeconomic, financial sectors and debt management. Its activities have also, to some extent, contributed to improved quality of decisions of policy makers since technical expertise was developed allowing policymakers to make informed decisions. Awareness of topical and emerging policy issues within certain client institutions has also increased as a result of MEFMI's activities. Client institutions identify a clear impact on networking with other institutions in the region - participants can share regional experiences and meet colleagues. In the joint courses, MEFMI provides regional and country-specific expertise and experiences and moreover, MEFMI adds value to client institutions since costs of participation are low and staff is admitted easily to MEFMI courses thus allowing more staff to participate.

Impact identified under the Macroeconomic Management Program includes improved analytical capacity in broad macroeconomic analyses of officials in the Ministries of Finance (MoFs), Ministries of Planning and Central Banks' Research/Economic/Policy Units; improved capacity in



financial programming and macroeconomic policy design in most member countries (Kenya, Tanzania, Uganda, Botswana and Namibia); production of country status reports on modeling capabilities in nine member countries; improved quality and analysis of Balance of Payments, International Investment Position, Standard National Accounts, Government Finance Statistics and Foreign Private Capital; and sound public policy decision-making for Zimbabwe and Namibia through assistance and advice.

Under the financial sector management program, impact has been recorded in increased capacity in client institutions to properly manage national reserves in line with best practices. Best practice examples include the establishment of an

investment committee responsible for setting the operational framework for reserve management activities, including the investment strategy, portfolio benchmarks, and for reviewing operations and performance on a regular basis. Best practice regarding the structure of day-to-day reserves management relate to a segregation of duties between back, middle and front office functions; improved appreciation and awareness of policy issues relating to financial markets development; and improved understanding and appreciation of risk and associated risk management tools. Under the debt management program (DMP) impact has been identified in MEFMI's capacity building which has led to improved policies. As the quality of debt data has improved, policymakers have been able to make informed decisions. Awareness of topical and emerging issues within the institution has improved as a result of MEFMI's capacity building activities and for most of the client institutions the value of the networking effect of MEFMI's regional workshops has also been highly appreciated. Regionally MEFMI's DMP's technical assistance on debt policy in Malawi, Rwanda and Swaziland resulted in a debt policy approved by Parliament in Rwanda and Swaziland.

Source: Mid-Term Review of the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI)

West Africa Women's Association (Projet de Renforcement de Capacites – Association des Femmes de l'Afrique de l'Ouest) - WEST AFRICA

As a result of the implementation of the Projet de Renforcement de Capacites – Association des Femmes de l'Afrique de l'Ouest (PRC-AFAO), the following outputs are recorded: (1) Two West

African Women's Association Forums; (2) Five national training sessions in Senegal, Mali, Niger, Togo and Guinea; (3) Two regional workshops on needs assessments and networking for the National Women Associations respectively in Senegal and Nigeria; (4) 2 PRC-AFAO bulletins produced and published in all AFAO member countries, in French, English and Portuguese; and (5) design of a bilingual website. The trainings sessions and the regional workshops organized by the PRC-AFAO project were attended by more than 180 women, who are now knowledgeable in gender issues, leadership, advocacy, finance and administration management, organizational diagnosis, and strategic planning.

PRC-AFAO project improved the communication between the AFAO and the National Associations following the implementation of several activities related to institutional enhancement. The project strengthened the effectiveness of the AFAO members and that led to an increase of the visibility of AFAO within the ECOWAS community, and to an increase of awareness of governments and the donor community on the economic status of women in West Africa. For instance the fourth edition of AFAO Regional Forum held in Senegal in July 2008 was dedicated to discussions on the food crisis and its impact on rural women. Among others are the following recommendations: (1) the establishment of an inter-country Council for short and medium term food self-sufficiency, composed by officials and farmers; (2) the establishment of a regional fund for mothers and children; and (3) the creation of a food self-sufficiency day in all of the countries in West Africa. In addition, the project sensitized international organizations such as AfDB, UNHCR, IDRC, and the Government of Senegal to participate in the implementation of its work plan.

The project is also expecting pledges or commissioned works from donor agencies mentioned above

As lessons learnt, the project has increased its visibility because it is managed by proactive professional staff. The visibility gained through the outcomes of the projects has led to many donor agencies contacting them for commissioned work or joint work.

Seven ACBF Policy Units Among The Top 24 in Africa – The Think Tank Initiative

On May 11th 2009, the Think Tank Initiative announced that 24 policy Think Tanks in Eastern and Western Africa had been selected as the first cohort to receive core grants. The Think Tank Initiative is supported by the International Development Research Council of Canada, the William and Flora Hewlett Foundation and the Bill and Melinda Gates Foundation. The Think Tank Initiative (TTI) supports independent policy think tanks in developing countries, enabling them to provide sound research that informs and influences national policy. The three donors have committed a total of US \$90 million to the initiative. The Initiative is envisioned as a long-term investment over at least ten years. For the first five years, International Development Research Centre (IDRC) has made a commitment of US\$10 million, while the Hewlett Foundation has committed US\$40 million and the Gates Foundation has committed US\$40 million.

Seven ACBF policy units were among the final twenty-four selected. These include:

The Ethiopian Development Research Institute (EDRI)

The Ethiopian Development Research Institute (EDRI) is a semi-autonomous government development research institute. The Institute's primary mission is to conduct research on the development of the Ethiopian economy and to disseminate the

results. EDRI's research program focuses on poverty, agriculture, rural development, and macroeconomic modeling and analysis. The scope of the Institute's research may expand in the future to include trade and regional integration, policy program monitoring and evaluation, industrialization, and taxation.

Ethiopian Economic Association/Ethiopian Economic Policy Research Institute (EEA/EEPRI)

The Ethiopian Economic Policy Research Institute (EEPRI) is the research, training, and publication wing of the Ethiopian Economic Association (EEA), a non-profit institution. EEPRI was the first independent economic policy research institution established in Ethiopia. The Institute's objectives include strengthening research capacity, collecting and compiling macroeconomic and sectoral data, and providing information and analysis on economic policy matters. The Institute also strives to improve the policy environment through informed public debate and enhanced public participation in policy issues.

Kenya, Institute of Policy Analysis and Research (IPAR)

The Institute of Policy Analysis and Research (IPAR-Kenya) is an independent, non-partisan, non-profit organization established in 1994 to conduct policy analysis and research. IPAR-Kenya aims to complement and support the efforts of the government and other development partners in order to improve



the welfare of Kenyans. Specifically, IPAR-Kenya's mission is to strengthen the national capacity to develop, implement, and evaluate public policy. The Institute undertakes independent policy analysis and research, sharing the results with the government of Kenya, development partners, the private sector, and civil society. The theme of IPAR-Kenya's current research program is strengthening institutions for equitable development. The sub-themes covered include human resource development, wealth creation, accountability, and empowerment.

Kenya Institute for Public Policy Research and Analysis (KIPPRA) – (ACBF Second Generation Policy Unit)

The Kenya Institute for Public Policy Research and Analysis (KIPPRA) was established as a public institute in May 1997 and commenced operations in June 1999. The Institute is an autonomous think tank established under an Act of Parliament. KIPPRA's mission is to provide high quality public policy advice to the government of Kenya by conducting objective research, analysis, and capacity building in order to contribute to the achievement of national development goals. The thematic areas of KIPPRA's research include macroeconomic policy, public expenditure management, food security, tourism, regional integration and trade, private-sector development, education, poverty, infrastructure, service delivery, and investment.

Institute of Policy Analysis and Research (IPAR) – Rwanda

The Institute of Policy Analysis and Research (IPAR-Rwanda) is a non-profit, non-governmental, independent research institute based in Rwanda. The Institute's mandate is to support the formulation of sound and informed public policies through objective analysis and research. IPAR-Rwanda aims to provide information and analysis that will assist decision-makers, and to provide a forum for vibrant policy debate in Rwanda. IPAR-Rwanda seeks to strengthen the evidence base available to government, civil society, and development partners regarding the pressing social, economic, and political issues facing Rwanda. IPAR-Rwanda also seeks to build the capacity of Rwandan professionals in the skills of policy analysis, and to disseminate ideas through workshops and conferences.

Economic and Social Research Foundation (ESRF) – Tanzania – (ACBF First Generation Policy Unit)

The Economic and Social Research Foundation (ESRF) is an independent, non-profit, non-governmental policy research institution. The Foundation's overall objective is to build capacity in economic and social policy analysis and development management. ESRF's broad areas of engagement include short and long-term research, commissioned studies, training, and the facilitation of policy dialogue.

Thematically, ESRF focuses on social and economic reforms that work towards Tanzania's National Vision 2025, with an emphasis on growth and wealth creation, governance, social services and quality of life, globalization and regional integration.

Economic Policy Research Centre (EPRC) – Uganda - (ACBF First Generation Policy Unit)

The Economic Policy Research Centre (EPRC) is an autonomous, non-profit organization that provides research-based evidence to support the formulation of government policies and programs, undertakes capacity building activities in Uganda, and carries out policy engagement based on its research findings. EPRC was established in 1993 in order to contribute to Uganda's policy processes via national economic research, policy analysis, and capacity building. In this context, EPRC was created to provide analytical backstopping for policy dialogue, formulation, implementation, and monitoring and evaluation.

“Building Capacity in Rwanda: ACBF's Strategic Intervention for Transformational Change”

The African Capacity Building Foundation (ACBF) was one of the first international organizations to assist the Government of

Rwanda after the genocide of 1994 that decimated more than 800,000 people. At that time, the Rwandan Ministry of Economic Planning and Finance (MINECOFIN) faced major problems in capacity building and retention of staff. The country had inherited a workforce with a low skill base and the existing training institutions had achieved limited impact due to the inadequacy of qualified teachers, especially at higher education level, and an ill-suited curriculum for the real needs of the economy. Moreover, a major constraint in Rwanda was the lack of human resource development planning capability. The ACBF funded a study in 2000, which, for the first time, helped to assess the country's capacity needs in economic and financial management. This study proposed the establishment of the Human Resource Development Agency (HRDA).

As part of a collaborative donor assistance framework, ACBF took the lead in assisting MINECOFIN to prepare a pilot human resource development strategy. The thrust of ACBF's support was to create a critical mass of skilled staff in economic and financial management for the Ministry, as well as strengthening the institutional capacity for training, policy analysis and human resource development.

ACBF's Executive Board approved funding of US\$3,000,000 specifically to support the Capacity Building Program in Public Financial Management in Rwanda. Key beneficiaries of this program are MINECOFIN, the National University of Rwanda (NUR), the School of Finance and Banking (SFB) and the



Rwanda Institute of Policy Analysis and Research (RIPAR). HRDA was envisioned to be Rwanda's focal agency for capacity building activities, with responsibility for implementing the program. As a result of ACBF's support, HRDA was established. The institution later became the Human Resource and Institutional Capacity Development Agency (HIDA) and was recently transformed into the Public Sector Capacity Building Secretariat (PSCBS), fully embedded within the Ministry of Public Service and Labor.

With ACBF's intervention, the Government of Rwanda has a better sense of the overall requirements for developing and delivering capacity in the area of economics and financial management. The ACBF grant supported the training of some 270 public sector officials, providing institutional support for the beneficiaries that allowed them to remain networked and effective in their jobs.

Given the enormous challenges facing the country and recognizing that capacity building interventions had to be long term and multisectoral, the Government of Rwanda requested continuing support from ACBF and other donors, including the World Bank, to develop an overall framework for capacity building. These set out a vision, strategy and plan to link the Poverty Reduction Strategy Paper (PRSP) with other institutional reforms. Thus, Rwanda's Multisectoral Capacity Building Program was developed in May 2007.

ACBF made a contribution of US\$4,000,000 to support the Government's development efforts by creating a high-performing and efficient public sector, capable of managing the country's transition towards a service-oriented economy.



Tsvangirai Mukvazhi

Key beneficiaries of this funding are the Rwanda Institute of Public Administration and Management (RIAM), the National University of Rwanda (NUR), the School of Finance and Banking (SFB), the Rwanda Institute of Policy Analysis and research (RIPAR), the Rwanda National Parliament and the Conseil de Concertation des Organisations d'Appui des Initiatives de Base (CCOAIB), which is the umbrella organization for Rwanda's civil society. Under this program, HIDA, which focused on coordinating the training of 270 public sector managers and Members of Parliament, as well as developing the skills of trainers in key training institutions, took a leadership role.

This achievement was part and parcel of the Government's development plan to strengthen institutional and human capacities for effective delivery and monitoring, under the Economic Development and Poverty Reduction Strategy (EDPRS).

To complement ACBF's support for non-state actors, the Foundation also supported the Rwanda Private Sector through the approval of a US\$1,700,000 grant to implement the Rwanda Private Sector Capacity Building Project. The Project took off in late 2008 and it has strengthened the capability of Rwanda's Private Sector Federation to continue playing a key role in advocacy and awareness - creation of private sector issues, providing capacity building opportunities to different business groups, including women.

Through a total of US\$8,500,000 invested since early 2000, ACBF has been a strategic ally for the Government, facilitating the emergence of a country capacity building framework, which has resulted in the development and implementation of comprehensive and coordinated projects and programs that have had a positive impact on the delivery and monitoring of Rwanda's national development strategy.

RESPEC: Providing the Backbone of Congo's PRSP- Congo

The "Projet de renforcement des capacités en statistiques, études prospectives et planification pour la lutte contre la pauvreté en République du Congo" (RESPEC) was approved as

a contribution to the response to the quadruple challenges faced by the Government of the Republic of Congo, which were: (1) Consolidating its home grown peace process; (2) Laying a solid foundation for democratization of political life; (3) Physically reconstructing the country and (4) Improving economic management including increased transparency and governance in public finance and resource management. The project fits into the Government's Interim Post Conflict Reconstruction and Rehabilitation Program (PIPC) designed in 1999. The project was approved on December 3, 2003, signed on 14 October 2004 and became effective in July 2005. The project has a total budget of US\$ 1,863,310.00, to which ACBF contributes US\$ 1,517,510.00. The Government of the Republic of Congo contributes the balance.

The goal of the RESPEC project is to improve the performance of the Ministry of Economy, Finance and Budget (MEFB) and the Ministry of Planning and Economic Integration, two of the critical ministries responsible for coordinating macroeconomic stabilization for sustainable reconstruction, rehabilitation and poverty reduction in the Congo. This goal is pursued through two immediate objectives: (1) To build/strengthen institutional and human capacity of the General Directorate for Planning and Development (DGPD) and the National Statistical Agency (CNSEE) in the Ministry of Planning in economic policy formulation, strategic planning and statistics and, (2) To build/strengthen institutional and human capacity of General Directorate for Economy (DGE) in the Ministry of Finance so as to enable it to effectively play its strategic role in the process of formulation and management of economic development and poverty reduction policy and strategies.

The RESPEC project has trained a total of seventy-five (75) Congolese senior officials in economic policy formulation and management, development program monitoring and statistics. These direct beneficiaries of the project were instrumental in the preparation of the country's Poverty Reduction Strategy Paper (PRSP), which was approved by the World Bank in October 2008 and by the International Monetary Fund in December 2008. The project also supported the process that led to the upgrading of the System of National Accounts from SNA68 to SNA93.

The acquisition of modern equipment and statistical software has upgraded the working environment of the three Directorates benefiting directly from the project, immediately effecting on the quality and coverage of data collection and analysis for the CPI and the GDP.

The project is now in the final year of its implementation and actively supports the implementation of the PRSP through feeding the various government institutions involved with accurate statistics and economic data analysis.

POLE DETTE: Mastering Public Debt Management for Development Results - Cameroon

The Debt Management Capacity Building Project, based at the headquarters of the Bank of Central African States in Yaoundé, was created by the Training Centers of the Central Bank of Western African States (BCEAO) and the Bank of Central African States (BEAC). Established at a round table meeting of

fundors on 5th October, 1999 in Paris, the Pôle-Dette began operations in May 2000. The Program was created in order to provide a solution to the difficulties encountered by several countries in the management of their public finances, and in particular regarding the implementation of consistent and sustainable policies designed to assist them in funding a reliable debt commitment. Pole Dette is currently implementing its second phase. ACBF contributed USD 1,650,000 to the first phase of the program and USD 1,500,000 to the current one.

Pôle-Dette's activities are principally targeted at the 14 Member States that belong to the "Communauté Economique et Monétaire des Etats de l'Afrique Centrale"(CEMAC) and the "Union Economique et Monétaire Ouest Africaine" (UEMOA). These countries are Benin, Burkina Faso, Cameroon, the Central African Republic, Chad, Congo, Côte d'Ivoire, Equatorial Guinea, Gabon, Guinea Bissau, Mali, Niger, Senegal and Togo. However, Pôle-Dette has also welcomed the participation of representatives from countries that are not members of CEMAC and UEMOA such as Burundi, Comoros, the Democratic Republic of Congo, Guinea, Mauritania, Rwanda and Sao Tomé & Principe.

The major achievements of the program are visible through:

- **The steady ownership of best practices in public debt management by beneficiary countries in the following four areas:** (1) Reform of the legal and institutional framework for public debt management; (2) Strengthening of coordination between management of public debt and budgetary and monetary policies; (3) Strategic and operational management of public debt; and (4) Monitoring



and evaluation of public debt management, along with improvement of debt governance.

- **The adoption in 2007 by CEMAC and UEMOA and in 2008 by The Comoros of the Regulation related to the Reference Framework for Public Debt Policy and Public Debt Management.** This Regulation clearly defines the institutional and legal frameworks for public debt management along the following criteria: (1) Clear definition of responsibilities and roles, as well as segregation of duties in debt management; (2) Boundaries and control responsibilities in direct or conditional State contractual commitments; (3) Better organization of information flow; (4) Exhaustive handling of debt; (5) Systematization of formal public debt strategies; (6) Requirement of transparency and public information, especially when a country mobilizes funds from the public; (7) Monitoring and evaluation.
- **The changes in attitude and behavior of the staff in charge of daily operations of public debt management:** (1) Increased acquaintance with debt and its effects and a more positive perception of Donors: the “fear” of debt has decreased; (2) Increased professional effectiveness: new careers have emerged in debt management; (3) Enhanced teamwork capacity among the debt management staff; (4) Systematic information sharing leading to steady enrichment of debt databases; (5) Efficient use of information technology and debt management software.
- **The enhanced visibility and reputation of the Program, with the following effects:** (1) The Program's increasingly active

involvement in regional and international networks of technical assistance in public debt management; (2) The invitations extended to the Program to participate in activities initiated by International Development Organizations such as the World Bank, COMSEC and the IMF Institute.

- **The progress achieved by beneficiary countries in Debt management: This progress is measured along eight performance indicators:** (1) Availability of national expertise in front and back office; (2) Availability of formal mechanisms for the coordination of public debt management with macro-economic policies and a core supply of debt management trainers; (3) Extent to which a member State formulates and implement its own debt management strategies and maintains a high level of debt sustainability;
- (4) Extent to which a member State has a team of trainers with skills covering all key components of debt management; (5) Extent to which a member country has a National Public Debt Committee or equivalent which formally participates in the formulation of annual financial strategies supporting the National Budget and in the public debt management with macro-economic policies; (6) Extent to which a member country adopts an annual regulation defining the boundaries of its public debt policy; (7) Extent to which a member country has the necessary institutional and legal frameworks for a first-rate public debt management system; (8) Extent to which a member country has National Public Debt Strategy that is updated at least once a year.



Each of the above indicators is rated 1 for “Poor” to 5 for “Excellent” and an average rate calculated. On the basis of the average, countries are ranked A, B or C, where A is a minimum rating of 3.5; B for a rating between 2.5 and 3.5 and C for a rating below 2.5.

Based on the above, the most successful countries over the 2004-2008 period are the following: Burkina Faso from 2.99 (B) to 3.55 (A); Benin from 2.87 (B) to 3.10 (B); Mali from 2.34 (C) to 3.01 (B); Cameroon from 2.19 (C) to 3.00 (B); the Republic of Congo from 1.74 (C) to 2.78 (B); Niger from 1.97 (C) to 2.52 (B) and Senegal from 2.09 (C) to 2.51 (B).

Chambres des Comptes et de Discipline Budgetaire (CCDB): Achieving Results in Transparency and Accountability in Djibouti

In 2000, the Government of Djibouti established the Chamber of Accounts and Budgetary Discipline to improve governance in general, and transparency and accountability in the management of public resources in particular. In 2001, whereas the Chamber was still an institution on paper, the Foundation contributed to its human and institutional capacity development through the CCDB Phase I project with the awarding a grant of US\$1,091,310.

With the Foundation's support, the Chamber came to play a significant role as a deterrent of mismanagement of public resources.

Other impacts include greater awareness among the people of Djibouti on the importance and role of the Chamber for improved governance in general, and the management of public resources in particular.

While the Chamber had become an effective and reputable institution responsible for control of all branches of government in Djibouti in the judiciary chain of control, further developments required renewed efforts to strengthen the capacity of the Chamber. In recognition of the achievements of the project, the Foundation approved funding (US\$675,000) for its second phase in 2005. The grant agreement was signed in November 2005 and became effective on February 2006. This contributed to keep the project on the track of support from the moralization program being conducted by the government of Djibouti in the management of scarce public resources.

CCDB supported study tours abroad in Africa, Europe, as well as in Asia for state auditors, to draw from their experience in state audit. CCDB also facilitated their participation in workshops in the above-mentioned continents with the view of consolidating their knowledge of emerging state auditing techniques. The project initiated administrative and judicial proceedings for a number of public sector officials, accused of misappropriating public funds, and supported the judicial branch of government in overseeing the management of public finances.

CCDB publishes an annual budget implementation report and undertakes audits to determine the appropriateness of the use of

public funds. Four major elements of the overall impact of the project are: (1) The significant improvement in the quality and credibility of the data reported on the country's public finances; (2) The transformation, in 2008, of CCDB from a Chamber of the Supreme Court into a full-fledged Court, thus gaining in autonomy and effectiveness; (3) The revitalization of downstream control activities, including systematic parliamentary control of the management of public resources; and (4) The increasing reputation of the Court of Account and Budgetary Discipline which has become responsible for auditing all branches of government in Djibouti.

Projet de Renforcement des Capacités de la Gouvernance Financière et de Contrôle de la République de Djibouti, (IGE): Enhancing accountability in the Executive Branch in Djibouti

In 2003, following the financing of the CCDB project, the Foundation continued with its support to the moralization program being conducted by the Government of Djibouti in the management of the scarce public resources of the country, by awarding a grant of US\$998,985 to support the "Projet de Renforcement des Capacités de la Gouvernance Financière et de Contrôle de la République de Djibouti, (IGE)" project. The grant agreement was signed in January 2004 and became effective in July 2004. The project contributed to the establishment and operation of an accountability unit in the Executive Branch of Government, the State General Inspection (IGE), to provide quality inputs downstream to the Chamber of Accounts and Budgetary Discipline and upstream to the National Assembly.

IGE is making a significant impact on increasing the supply of competent auditors to serve as the transparency pillar of the country's development priorities. This was an important step for a country relying on foreign development assistance for around 40% of its gross domestic product (GDP). IGE has strengthened state auditors who are now adequately tooled to effectively conduct their assignments. As a result, audit activities have considerably increased in quantity and the outcomes of the audits have gained in quality since the launch of the project. One of the recent audit assignments was the audit of government ministries with a view to updating personnel files and eliminating ghost workers. Since its launching, IGE made 106 recommendations which led to the publishing of 94 Presidential directives.

At the regional level in 2006, IGE contributed to the setting up of the Forum des Inspections Générales d'Etat (FIGE), an international association of State General Inspections, which currently comprises 10 country members, namely: Benin, Burkina Faso, Burundi, Chad, Congo (Brazzaville), Djibouti, Gabon, Mali, Mauritania and Senegal. The creation of FIGE was strongly backed by AfDB, the World Bank and the European Commission. The FIGE headquarters and Secretariat are based in Djibouti. FIGE aims at facilitating dialogue and sharing of best practice among state auditors in its country members. Since June 2007, FIGE has issued a biannual publication on financial management and accountability and other related topics.



Statistical Capacity Building Project for The Government of the Central African Republic

(PRCS-RCA): Measuring Development in The Central African Republic

The Executive Board of the African Capacity Building Foundation (ACBF), at its 36th Regular Meeting, held on 13th to 15th December 2006 in Windhoek, Namibia, approved a grant of USD 1.4 million in support of the Statistical Capacity Building Project for the Government of the Central African Republic (PRCS-RCA). The grant was declared effective in March 2007.

The PRCS-RCA project was identified and designed based on the findings of an ACBF supervision mission to the Central African Republic (CAR) in April 2006. The needs assessment of the statistical infrastructure in CAR concluded that most existing databases are weak, including national accounts, social indicators, prices, balance of payments, and government finance statistics. In fact, the statistical system of CAR has suffered from years of neglect and is largely inadequate to satisfy the government's policymaking and performance monitoring needs. The lack of statistical capacity posed a sizable obstacle to the monitoring of the country's poverty reduction strategy and other development targets, including the Millennium Development Goals. The PRCS-RCA intended to improve statistical capacity in CAR in the context where the government was finalizing the country's PRSP.

The main goal of the project is to contribute to the long-term development of the national statistical system in CAR for economic growth and poverty reduction. The specific objectives of the project are to: (1) Enhance and strengthen the capacity of Bureau of Statistics (ICASEES) by routinely producing reliable and up-to-date statistical information for decision processes and for the monitoring of progress towards development goals; (2) Increase the number of skilled statisticians available to the government through the establishment of a scholarship scheme for certificate and diploma studies in statistics.

The project is implemented through a Project Coordination Unit (PCU) within the Ministry of Planning, Economy and International Cooperation of the Central African Republic (MPECI). Most of the project staff are public servants recruited in the Ministry and deployed to implement the project. Since the launching of the project, more than 560 junior and senior officers in public service including the Bureau of Statistics have benefited from short-term training mainly in the areas of survey methods, national accounts and statistics. Long-term training activities involve more than twenty candidates in Bachelor and M.Sc. programs in Statistics and Demography. The key outcome was the restoration of the leadership role of the Bureau of Statistics in building the national statistic system. As a result there was significant improvement in the quality of data collection and processing leading to the production of various statistical publications. The Government was able to release and disseminate publications such as statistical yearbooks, prices statistics, and bulletins on the economic state. Statistical

data and economic information have contributed to feed the policymaking process through the implementation and the monitoring of the PRSP.

The Project Coordination Unit set within the Ministry has facilitated the smooth implementation of the projects. It has also contributed to the internalization of the generated capacity, which could otherwise be lost under an external Project Implementation Unit.

In conclusion, as the first ACBF targeted intervention in the CAR, the PRCS-RCA project is an example of the successful partnership between ACBF and the Government of the CAR.

Policy Analysis and Research Project (PARP): Pioneering the Role of Policy Analysis & Research in Parliament - Nigeria

The Policy Analysis & Research Project (PARP) emerged on the legislative development scene in Nigeria against a backdrop of acute capacity deficit in the Nigeria National Assembly. Nigeria's National Assembly had been seriously weakened by incessant military takeovers resulting in a lack of internal capacity to effectively discharge its constitutional functions. In consideration of this situation, the then Speaker of the House of Representatives, Hon. Ghali Umar Naaba, contacted ACBF to assist in the design, co-funding and implementation of a capacity building project for the National Assembly.

The ACBF Executive Board approved a grant of US\$2 million to the National Assembly of Nigeria (NASS) in 2002 to support the establishment of the Policy Analysis and Research Project

(PARP). At project inception, the National Assembly of Nigeria was expected to provide a co-financing of US\$1,536,925.00 over a four-year period, bringing total project cost to US\$3,536,925.00. However, having surpassed all targets set in the Grant Agreement, PARP received increased counterpart funding which brought its total funding to US\$10,995,200.00 at the close of Phase I. On account of its exceptional performance, ACBF agreed to support PARP with a Phase II grant support of US\$2 million, while counterpart funding from National Assembly was projected at US\$10 million.

Under ACBF's guidance, PARP has emerged as one of the most successful Parliamentary Initiatives in the history of the Federal Republic of Nigeria. The successes chalked by PARP in the field of legislative development are evidenced by various international invitations extended to PARP to highlight its performance and, more importantly to share its experiences. The success of PARP has also been captured in a couple of independent evaluations:

- A 2006 independent mid-term review of PARP aimed at assessing its performance in relation to set targets and to review the appropriateness of project design two years after operation verified that PARP beneficiaries reported extreme satisfaction with the project's performance. The report further submitted that the activities of PARP have greatly transformed the work turn-around and effectiveness of the National Assembly.
- In July 2007, another independent impact assessment of PARP and its training programs again submitted that well-over 98% of respondents (training beneficiaries) reported



improved attitudes, behaviors and performance following their PARP training. Supervisors of training beneficiaries also confirmed noticeable improvements in the performance of staff after the training programs.

Other studies and evaluations of PARP corroborate the above findings and speak to other areas where PARP's impact is evidenced.

Notable are the following:

- The development of a National Assembly portal has greatly improved the work spiral, made the products of the National Assembly readily accessible to the public, and enhanced the archiving of official documents. Similarly, PARP publications have become a key knowledge tool for National Assembly members and staff.
- PARP training programs have empowered both Legislators and Parliamentary staff to discharge their responsibilities more effectively and efficiently.
- PARP experts continue to be critical in shaping legislations and there is today a growing demand by Legislative Committees for inputs of PARP on referred Bills.

In an effort to further build the capacity of PARP, while ensuring that this innovative practice is well documented and disseminated, ACBF encouraged the project to compile a comprehensive report on its experiences, issues identified and lessons learnt over the past five years. The resultant knowledge product titled "PARP At Five" is currently in print.

A recent evaluation of PARP identified a number of key factors as being accountable for the success of PARP. Central to the findings were the following:

1. Project anchoring. The anchoring of PARP I to NASS Administration through the office of the Deputy Senate President proved strategically prudent as it yielded enormous leverage and visibility for the project. PARP II is fashioned along the same governance footing.
2. Excellent working relationship between PARP and ACBF. Key to the success of PARP was the building of trust and confidence between PARP Management and ACBF, a situation that allowed the Project Coordinator to freely discuss and seek the advice of the Program Officer on matters affecting the project.
3. Competitive staff recruitment. Nigeria has a policy that requires that recruitments into public offices reflect the "Federal character", which entails geographical consideration in public recruitments. PARP had the benefit of a high-powered and independent recruitment panel which ensured that quality was not sacrificed on the altar of geographical considerations.
4. Management Leadership. The appointment of a very dynamic Project Coordinator played a key role in the success of PARP. The Coordinator professionally managed the project without fear or favor, displaying a high sense of professionalism and competence.
5. Effective ACBF supervision. ACBF supervision contributed to the success of PARP. As regularly acknowledged by the project, ACBF's insistence on Annual Reports, Mid Term Reviews, preparation of work plans and justification for expenditure items provided a framework for effective project management.
6. Establishment of collaborative relationships – regional and international. PARP has over the years established collaborations and links with various institutions both

within the region and beyond. These collaborations have enabled PARP to learn from best practices in legislative development and fostered experience sharing.

Centre for Policy Analysis (CEPA): Championing Economic Policy Issues in Ghana & Beyond

The Centre for Policy Analysis (CEPA) was incorporated on the 4th of January 1993 under Ghana's companies Code, 1963 (Act 179) as an independent, non-profit and non-governmental think-tank which provides analysis and perspectives on economic policy issues of Ghana and the developing world. CEPA also promotes non-partisan informed debates on key policy issues on the economy of Ghana with an emphasis on macroeconomics, growth and poverty reduction.

Since 1993, CEPA has received from ACBF a total of USD6.7 million for three phrases. With ACBF support, CEPA has come to play a significant role in shaping macro-economic policy in Ghana. Notably amongst CEPA's invaluable contribution toward economic policy and major achievements are the following:

- **The Ghana Economic Review and Outlook : CEPA's flagship publication** - This publication is a review of economic performance in the previous year, the implementation of the Government Budget Statement and Economic Policy and its implications on the macro-economy and policymaking, as well as the outlook for the current year and beyond. Government Ministries, academic institutions and development practitioners eagerly utilize this publication,

with the demand clearly speaking to the the quality of CEPA's rigorous independent research.

- **Review of the Budget Statement and Economic Policy for the Financial Year (2008)** – The first in President Atta Mills' term of office. This publication provides an overview of the budget statement and economic policy that is presented to Parliament by the Minister of Finance and Economic Planning each year.
- **The Accelerated Growth Strategy** - This pro-poor growth strategy based on an ecological belt-by-belt approach, seeks to bring the geographical dimension explicitly into the planning process. This approach also contributes to a depoliticisation of the development process since it is not built on political demarcations in the country. The first of the belts studied by CEPA is what has led to the creation of the Savannah Accelerated Development Authority (SADA).
- The quality of CEPA's research work is recognized both nationally and internationally. Below is a sampling of CEPA's influence on government policy decision making internationally.
- **The Economic Partnership Agreement** - In view of the disruption in trade with the EU and its repercussions on the Ghanaian economy, CEPA was commissioned by the Government of Ghana to present a position paper on the EPA and the options available. CEPA developed and produced the Market Access Offer for the Stepping-Stone EPA. CEPA was central to Ghana's negotiating team and was instrumental in advising the Government to initial the Interim Economic Partnership Agreement (a bilateral agreement) between the Government of Ghana and the European Union on December 13, 2007.

- **Economic Governance and Management for Ghana's African Peer Review Mechanism** - CEPA was commissioned by Government of Ghana to work on this component of the APRM, resulting in Ghana being the first African nation to complete the APRM self-assessment.
- The aforementioned aside, CEPA has also actively been involved in capacity building within and beyond Ghana. The most significant of these activities has been CEPA's collaboration with the Policy Analysis and Research Project (PARP) – an ACBF sponsored project in Nigeria. A key outcome of the collaboration was the training of Committee Clerks of the Federal Parliament of Nigeria in Performance-based Budgeting, and training of PARP Experts in Policy Research and Analysis.

The Economic Policy Research Institute (EPRC), Kampala, Uganda

The Economic Policy Research Institute (EPRC) was established in 1993 as an autonomous non-profit organization, whose mission is to foster sustainable growth and development of the Ugandan economy by advancing the role of research in policy processes. To date, ACBF has committed USD 6,902,891 towards the financing of EPRC's activities.

Since its inception, the EPRC has evolved into a high quality research organization which has contributed significantly to the formulation of national policies and programs. The Center's research work and studies have been instrumental in informing the Poverty Eradication Action Plan (PEAP) process; the

Country Economic Memorandum; Economic Reviews of National Budgets; the ongoing process towards development of the National Development Plan for 2008-2013 (NDP); Plan for Modernization of Agriculture (PMA); Medium Term Competitive Strategy (MTCS) for the Private Sector; National Household Surveys (UNHS), and the Poverty and Social Impact Assessments (PSIAs). The Public Expenditure Review conducted by EPRC fed into Government's Medium Term Expenditure Frameworks (MTEF). Public expenditure tracking studies in education and agriculture have influenced public finance management at sector levels; and the Center's work on social protection is being used to inform the on-going development of a social protection framework for Uganda.

Through its Young Professionals Program, the Center has facilitated the training of 102 young economists, 12 Master's degree holders and 2 PhD holders. Many of these graduates have been employed as economic policy and budget analysts in relevant ministries, the Bank of Uganda, private banks and multilateral institutions such as the World Bank.

EPRC has established sound networking relations and linkages with reputable institutions such as the African Economic Research Consortium (AERC), the Center for the Study of African Economies -Oxford University, the World Bank, the International Food Policy Research Institute (IFPRI) and various policy research organizations in Sub-Saharan Africa. Its reputation for high quality research and linkages with other researchers has attracted commissioned research by development partners such as the World Bank, UNDP, UNICEF, DfID, and AfDB. The Center has also been active in

organizing and disseminating research findings at seminars, workshops and conferences. EPRC's active participation at policy forums has contributed to enrich and inform the policy debate, design, monitoring and evaluation of various policies and programs in the country.

The Center maintains active membership of, and participation in, a number of bodies including: Advisory Council of Private Sector Foundation Uganda, National Taskforce on Macroeconomics and Health, National Planning Authority, Plan for Modernization of Agriculture, National Environment Management Authority, Nile Basin Initiative, National Steering Committee of the Northern Uganda Social Action Fund, and the Uganda National Household Survey Committee. These activities have increased the visibility and role of EPRC in policy formulation and development process. The Center also provided opportunities for sharing research knowledge and refining the Center's research and capacity building programs.

The Acbf Survey Of Capacity Needs Of Regional Economic Communities

The formation of the New Partnership for African Development (NEPAD) marked the dawn of a new epoch of African resolve to take responsibility for its development. Quite early on, NEPAD recognized the importance of enhancing the capacity of Africa's regional economic communities (RECs) as the implementing partners for its priority programs, particularly the Infrastructure and Short-term Action Plan (STAP) projects that are largely financed by AfDB.

In March 2005 the NEPAD Heads of State and Government Implementation Committee approached ACBF to request assistance in undertaking a field survey of the capacity needs of Africa's RECs. The task fell on the then ACBF Knowledge Management Department (KMD), whose goal has been to foster knowledge sharing in capacity building and thematic development management issues in Africa, both within ACBF and with its partners and stakeholders. KMD assembled a team of consultants drawn from across the ACBF-supported Technical Advisory Panels and Networks (TAPNETs) to lead the survey, which commenced in 2005 and was concluded in October 2006. A stakeholders' workshop was hosted by UNECA in February 2006 to discuss the Survey Report and take forward the process of developing a capacity building program in response to the identified capacity needs. The Survey was published as a book in 2008, entitled: *A Survey of the Capacity Needs of Regional Economic Communities*.

Doubtlessly, the Survey has earned ACBF recognition by her African development partners in the ongoing mobilization for the implementation of the new World Bank led Capacity Development Initiative (CDI) for Regional Economic Communities. In that regard, in April 2008 ACBF participated in a donor consultative workshop at the AfDB headquarters in Tunis, alongside the World Bank and the African Union Commission, where the RECs Survey provided key resource material for the workshop. ACBF was tasked with leading the revision of the Concept Note on the CDI for the RECs, drafting an implementation program for the same, as well as leading the capacity needs assessment of the RECs in terms of the CDI.

A number of multi-lateral and bi-lateral institutions have also expressed keen interest in the publication. To this end, ACBF has received, and continues to receive requests from institutions such as the International Monetary Fund's Africa Department; Spain's Ministry of Foreign Affairs; the Canadian International Development Agency; the AfDB Library; the Southern and Eastern African Mineral Center, Tanzania; the Swedish Development Agency; as well as the RECs themselves, to name a few.

In summary, the Survey is arguably the only study of its kind dedicated to a systematic capacity needs assessment of the human, organizational and institutional capacity of the RECs from the viewpoint of implementing the AfDB-funded NEPAD STAP projects and their broader mandates.

Apart from confirming the growing responsiveness of the Foundation to the knowledge needs of its partner institutions in capacity building, the publication of the RECs Survey clearly enhanced the visibility of ACBF as a premier capacity building institution on the Continent. The Survey is also a demonstrable result of the ACBF-supported TAPNETs. As a matter of fact, the TAPNET dedicated to the improvement of Economic Policy Analysis and Management in Africa (EPANET) is currently working on the institutional design of (and a capacity needs assessment for) a SADC Regional Poverty Observatory (RPO). The study was commissioned at the request of the SADC Heads of State and Government. The RPO would help drive and monitor the implementation of regional poverty reduction programs within SADC.





- **INTRODUCING ACBF'S REVISED PROCUREMENT AND DISBURSEMENT MANUALS**
- **TECHNICAL ADVISORY PANELS AND NETWORKS STRATEGY UPDATE AND REVIEW**

From 1st - 3rd December 2009, ACBF held two simultaneous workshops for Directors and Finance Officers Of ACBF-supported projects and the Technical Advisory Panels and Networks (TAPNETs) in Johannesburg, South Africa. The goal of the workshops was to provide the Foundation's staff and management with an opportunity to meet face to face with these important ACBF partners and to explain the Foundation's ongoing transition, as embodied in the Management Action Plan (MAP). Participants were briefed on the status of MAP's implementation and presented with an outline the Foundation's Evolving Strategy and Vision. The workshop sought early input into ACBF's ongoing strategy formulation and afforded Grantees an opportunity to voice their concerns with ACBF, particularly regarding the quality of the Foundation's grant management system and areas for improvement.

Participants welcomed the Executive Secretary to the Foundation and expressed their desire to work with her to improve grant effectiveness and achieve development results on the continent. In addition, project participants gained an understanding of the new ACBF Disbursement and Operations Manual and gave their valuable feedback on timely and prudent grant implementation and the new ACBF

Results Measurement Framework. ACBF project directors and TAPNET members welcomed the 20th anniversary celebrations and pledged to take part in the rollout across Africa.

Workshop on Revised Procurement and Disbursement Manuals

The revised Procurement and Disbursement Manuals were approved at the 41st regular meeting of the ACBF Executive Board held in September 2009. A total of 192 project directors and finance officers attended the workshop, which was structured in two parallel sessions; one for projects in Anglophone Africa (105 participants) and one for Francophone Africa (87 participants).

The main workshop objectives were:

- To train grant recipients on the revised Procurement and Disbursement policies and procedures, in order to improve controls at Grantee level
- To explain the procedures, processes and implementation arrangements applicable during procurement, disbursement and general grant administration activities
- To highlight the role of each stakeholder and ensure that the proper communication channels are followed
- To brief the participants on developments at ACBF and the Foundation's evolving strategy and vision
- To introduce the ACBF Results Management Framework and to adopt this in the plans for retrofitting the portfolio by 2010.

Capacity Development Workshops



ACBF TAPNET Members & Dr. Frannie Léautier, ACBF Executive Secretary, at the Special TAPNETs Meeting held in Johannesburg, South Africa, 2-3 December 2009

- To discuss and exchange views on project successes and failures for continuous learning and future improvement.
- Review what has been working and what has not in the TAPNETs, and
- Propose a TAPNET work program for the following year.

Workshop with the Technical Advisory Panels and Networks (TAP-NETs)

The main objectives of the TAPNETs meeting were to:

- Bring TAPNET members up to speed with events at the Foundation
- Update TAPNET members on the MAP and the Evolving Strategy and the implication for TAPNETs
- Discuss the potential role of the TAPNETs in ACBF's 20th Anniversary preparations
- Update TAPNET members on the newly approved ACBF Results Measurement Framework and discuss its mainstreaming within the TAPNETs
- Deliberate on a reform of TAPNETs membership and code of conduct

ACBF project directors and TAPNET members readily welcomed the planned 20th anniversary celebrations and proposed African Capacity Indicators Flagship publication, and pledged to take part in their rollout across the various countries on the continent. TAPNET members recommitted themselves to the service of ACBF, noting that Executive Secretary's vision for the Foundation was something worth buying into and definitely one that was both timely and pertinent in light of pressing issues and challenges confronting the continent. They also contributed valuable ideas to the evolving strategy of the Foundation.

TUNIS, TUNISIA

ACBF Meets with AfDB President, Mr Donald Kaberuka and his Team in Tunis

Soon after assuming office in July 2009, the ACBF Executive Secretary led a mission to the African Development Bank (AfDB), where the delegation met with the President of AfDB, Mr Donald Kaberuka and representatives from the Office of the Chief Economist, the African Development Institute (EADI) Unit and the Office of the Auditor General. The mission's main purpose was to update the AfDB on the Foundation's evolving strategy, funding and existing partnership and explore potential areas for further assistance and collaboration with regional economic communities. Discussions also informed the AfDB about key Executive Board and Board of Governors deliberations and provided an overview of the Foundation's recruitment drive in the areas of Audit, Ethics and Legal and business continuity.

Governance, procurement, joint research and co-financing of statistical capacity development were identified as areas for further co-operation. Interest was also expressed by both parties in continuing to build on highly visible partnerships, such as the African Statistics Coordination Committee (ASCC) comprising ACBF, AfDB, AU, and the ECA and the Joint Africa Institute (JAI). At this meeting, ACBF agreed to partner with the AfDB on a joint flagship publication - the African Capacity Indicators.



Dr. Donald Kaberuka
AfDB President

During the bilateral meeting Executive Secretary and the AfDB President, Mr Kaberuka reiterated AfDB's commitment to doing everything possible to support ACBF, given the Foundation's importance and relevance for the continent. He asked the Chief Economist and the Head of EADI to prepare a proposal for submission to the AfDB Board to increase the AfDB's contribution to ACBF by US\$12 million. The President indicated that ACBF could also request support from other AfDB departments, including the department in charge of Business Continuity.

The Executive Secretary used the opportunity to share the specific actions taken by ACBF in addressing issues highlighted by the audits, including the fact that the Treasury



and Finance functions had been secured. The Executive Secretary provided an update that bank statements in all ACBF accounts had changed signatories, dormant accounts had been closed and disbursement to projects since June 12, 2009 verified. She also shared that ACBF had created an interim management team, maintained continuity of business to the existing portfolio, with a complete review of the portfolio planned. The Executive Secretary also advised the President that the Foundation had secured US\$48 million in its London account and that the Development Grant Facility

(DGF) had been signed, with disbursement subject to the implementation of the Management Action Plan (MAP). The visit of a World Bank fiduciary assessment team and the intensive communication within the Foundation was also discussed.

The Executive Secretary highlighted the outcomes of the mission's meeting with various Departments and units of AfDB and expressed her satisfaction regarding the availability of various Department heads to accompany ACBF in putting into place standard systems and procedures as well as partnering with the Foundation in various areas of capacity development. To the Executive Secretary's request for assistance from the Special Advisor to the President in terms of legal support for reviewing the job descriptions and chairing interview panels, the President reiterated his availability to do whatever possible to help the Executive Secretary to succeed in her endeavor to resuscitate the African Capacity Building Foundation. The President also agreed to participate in the planned events related to the 20th anniversary of the ACBF in 2011, including being interviewed on his experience with the Foundation.

OUAGADOUGOU, BURKINA FASO

Executive Secretary meets development partners and key stakeholders in Ouagadougou

ACBF Executive Secretary led her first country mission to Ouagadougou, Burkina Faso as Head of the Foundation in

July, 2009. During this visit she met with several directors and coordinators of ACBF funded projects, including CAPES, PARECAP, PRECAN, NPTCI and CIFAL. Following her brief presentation on the state of the Foundation, the Executive Secretary highlighted the Foundation's recovery plan and she also informed the team about the support that ACBF had obtained from the AfDB and the World Bank for the implementation of program activities. Ms. Léautier informed the ACBF-supported projects about the 20th anniversary celebrations and the opportunity this presented for rebuilding the Foundation's image and reputation. During the working session, the leaders of the various projects presented the structure of their projects through the goals, achievements and challenges and were invited to prepare stories to celebrate their successes.

At a meeting with the International Institute of Water and Environment Engineering (2iE), the delegation discussed capacity building in energy and water policy, training on the management of projects and contracts; sharing best practices in monitoring and networking of former students and partnership in networking of municipal development programs.

In a separate meeting with Prime Minister H.E Tertius Zongo, the Executive Secretary requested his support in working with his peers and African Ministers of Finance (Governors) to consolidate ownership and support for the Foundation. The Prime Minister reassured the Executive

Secretary of his personal support for ACBF and that of the Government of Burkina Faso. He stressed the importance of capacity building in the economic and social development of African countries, saying that it is a cross-cutting priority that cannot be neglected. He also indicated that it is not ACBF which undertakes capacity building, but African States themselves. He said that African countries need a critical mass of managers and relevant institutions for their national development, adding that if ACBF did not exist, African countries would have to find other ways of creating this capacity. The Prime Minister assured the mission of his readiness to be the ambassador of the ACBF to peers and ministers of African Governors of ACBF and he expressed his willingness to attend the 20th anniversary celebrations and testify to the Foundation's successes in Burkina Faso.

During the meeting with the President of the National Assembly of Burkina Faso, the Executive Secretary thanked Burkina Faso for doubling its financial contribution to the Trust Fund of the Foundation. In turn the President expressed his satisfaction in the partnership between the National Assembly of Burkina Faso and ACBF, saying that the PRECAN project had boosted the implementation of the Assembly's Ten Year Development Plan. The President gave some examples of results of which he is proud: Several parliamentarians and senior parliamentarians had benefited from short training organized by the project; the project has done an inventory of all laws passed by Burkina Faso from 1958 to date; and finally his satisfaction with the decision of

the Parliament to create within the Ecole Nationale d'Administration (ENA) a training course in parliamentary administration, whose first class of 25 students is still in session. The Assembly proposed, in collaboration with ENA, to open its doors to other students in the sub region, making it a regional training centre for parliamentary administration.

The ACBF Executive Secretary also took the opportunity to request the support of the Minister of Finance - in his capacity as ACBF Governor - to call upon other African Governors to consolidate and express their ownership the Foundation. The Minister further stated his ministry's satisfaction with the significant support they had received from CAPES.

In the final meeting with the Mayor of Ouagadougou, the Mayor highlighted that although his Council had received funding from other donors, ACBF's contribution was highly memorable, in that since the signing of the Grant Agreement, his Office had become very successful in delivering tangible results. Councillors had been extremely receptive to all the thematic initiatives proposed by the Mayor and this helped to motivate officials to participate in CIFAL's programs. The CIFAL/ACBF partnership has resulted in the Mayor's office making CFA200, 000 000 available to construct a Head Office, in order to ensure the project's sustainability.

ABUJA, NIGERIA

ACBF Meets with Hon. Mr Mansur Mukhtar, Nigeria's Minister of Finance in Abuja

Still in July, 2009, the ACBF Executive Secretary led a mission to Abuja, Nigeria in order to update the Minister on the recent challenges facing the Foundation and the actions taken to address them. Nigeria was one of the founder members of the ACBF, through the late Prof. Oletundji Aboyade, a prominent Nigerian Economist and it is currently the largest African contributor to the Foundation's Trust Fund.

The ACBF team advised the Minister about the visit to the AfDB and President Kaberuka's strong commitment to the Foundation. The Minister was also briefed on ACBF's the visit to Burkina Faso, where the authorities had reiterated their commitment to the Foundation and pledged their full support to re-establishing the reputation of the Foundation, through sharing success stories, including on the Policy Analysis and Research Project (PARP) and West African Institute for Financial and Economic Management (WAIFEM) projects. The delegation discussed how the National Focal Point (NFP) had been less effective in the context of Nigeria's federal structure and that a new approach should be aimed at the strategic redirection of activities relevant to the country, which the Minister

indicated were catalytic and integrative in nature. The mission described other projects funded by the Foundation in Nigeria and specifically pointed out the need to rethink the approach to coordinating the Foundation's interventions in the country.

The ACBF team briefed the Minister on the upcoming Board of Governors meeting and informed him of the upcoming 20th anniversary of the Foundation and the development of the flagship Africa Capacity Indicators publication in 2011. In this regard, the Executive Secretary expressed her desire to work closely with the national statistics offices, both at federal and state levels under the leadership of the Ministry of Finance.

KIGALI, RWANDA

Fostering Deeper Levels of Engagement in Rwanda

In September 2009, the Executive Secretary and Mr. Coffi Remy Noumon, Manager a.i. Eastern and the Horn of Africa Operations Department fielded a mission to Kigali, Rwanda. The objective of the mission was to foster a deeper level of engagement with His Excellency, Paul Kagame, President of the Republic of Rwanda, his leadership, key stakeholders and broader partners of ACBF. The Director of the ACBF-supported HIDA Project and his staff facilitated the mission, which also met with Government officials and donors, as well as beneficiary institutions of ACBF supported project/programs.

The ACBF team met with the Minister of Finance, the Minister of Public Service, the Minister of State in charge of Energy and the Permanent Secretary of the Ministry of Public Service. They informed the Government Officials of ACBF's strategic shift towards a programmatic approach to capacity building and highlighted that it was necessary for the Foundation to engage with various beneficiaries and partners, in order to establish how best to serve its clients. The mission expressed its satisfaction that the GoR had established the Public Sector Capacity Building Secretariat (PSCBS), which it felt was the ideal institutional framework and capacity profile needed for the development of a country capacity building program.

The Executive Secretary presented a strategic vision for the next 20 years, incorporating the resizing, extension or rolling plan options for the SMTP, as well as possibilities for receiving direct endowments to the Foundation. Another topic that was discussed was the issue of business continuity and the need for the Foundation to handle its work in central and western African. The mission also informed the Minister of the ongoing work to appoint the Chair of the Executive Board and the election of a new chair of the BOG.

Dr Léautier informed the Officials that the Foundation has received the full support of the AfDB in the transformation process, and that the World Bank was considering lifting the disbursement suspension on the basis of achievements in implementing the Management Action Plan.

The Minister of Finance, acknowledged the support that the Foundation has been providing to the country since 2000, indicating that the demand for capacity is still enormous. As a result, the government had commissioned a skills audit that revealed skills gaps in various sectors but also successes and challenges in capacity building. The Minister assured the mission that the GoR was committed to supporting the Foundation, since Rwanda knew and appreciated the values, activities and membership of ACBF.

The Minister indicated that the GoR has established a capacity building fund to which it had contributed and that he expected donors intervening in capacity building to contribute directly to the fund as budget support. Highlighting the coordination and oversight role of the PSCBS, the Minister indicated that the implementation role would remain with various beneficiary institutions.

The Permanent Secretary in the Ministry of Public Service informed the mission of the PSCBS objectives, indicating that the project's establishment should not affect ACBF-GoR partnership. On the contrary, the establishment of the PSCBS would strengthen the GoR's partnership with several donors intervening in Capacity Building in the country. The meeting attendees discussed the Foundation's interventions in Rwanda and the challenges facing ACBF supported projects/ programs. Responsiveness to results by beneficiaries was seen as one of the most important challenges slowing down program implementation. It was suggested that the

coordinating institution (PSCBS) could in the future sign an MOU with the beneficiaries with an emphasis on Monitoring and Evaluation. Lessons learnt in the implementation of capacity building projects of other donors would also be taken into account when developing and implementing any new programs within the Economic Development and Poverty Reduction Strategy (EDPRS). The GoR has started addressing the issues raised in a recently conducted skills audit report through the design of a skills development strategy to be implemented in 2010.

The delegation exchanged views on the challenges facing the continent and the related capacity building aspects over the next 20 years. These challenges included climate change and it was stated that climate change affects, among other things, agricultural productivity and thus the achievement of poverty reduction targets.

There was a need, therefore, to build capacity in order to plan under uncertainty, as well as developing leadership programs to address not only climate change issues, agricultural productivity and policy analysis, but also food security, leadership and management for middle class cadres, for example, in the development of future capacity building programs. The Executive Secretary informed the Government Officials that, given the Foundation's fruitful partnership with Rwanda and the country's record performance in public financial management, ACBF would experiment with a programmatic approach to capacity development, as well as

budget support for capacity development in line with the Paris Declaration and the Accra Agenda.

In the meeting with ACBF supported institutions, the Grantees expressed their appreciation for the Foundation's support and presented their achievements from ACBF grants. On the subject of ACBF's 20th anniversary celebrations, the Minister welcomed the initiative and indicated the availability of his country to contribute to the success of the event.

The ACBF delegation also met the Resident Representative of UNDP Rwanda and the country office of the World Bank in Kigali, where the Executive Secretary informed the representatives of both institutions about the productive and innovative partnership ACBF has had with Rwanda since 2000. The team reiterated the objective of the mission to Rwanda, which was to discuss with Rwandan Government Officials and various stakeholders ways to deepen the partnership and introduce new ways of doing business, based on the achievements of the Foundation's interventions in the past and the new programmatic approach to capacity development. At this meeting, ACBF expressed its willingness to learn about their priorities of these institutions in Rwanda, in order to unveil possible areas of collaboration.

The UNDP Resident Representative informed the ACBF team that Rwanda is one of the eight pilot countries where UNDP would like to do business differently, basing its work on

national priorities and applying the "open doors and books" policy. Having highlighted the five priority areas of UNDP's intervention in Rwanda, the UNDP team informed the mission of some of the activities undertaken in collaboration with HIDA. These included the skills audit, capacity mapping and review of the functions of key Ministries, Departments and Agencies. The UNDP and ACBF teams agreed to collaborate in developing a country capacity development strategy in collaboration with other donors. The UNDP also accepted to contribute to the development of the country capacity development program for Rwanda.

After exchanging views on their capacity building activities in Rwanda, the World Bank Country Office and the ACBF mission agreed on activities for future collaboration. The country office welcomed the ACBF programmatic approach to capacity development and indicated that having observed that capacity building is a cross cutting issue to the Bank's interventions, the office was experimenting with the filtering process in order to develop capacity program covering many sectors. For example, in order to tackle the brain drain and improve performance in the public sector, the World Bank was expected to launch a study on "Pay and Retention Strategy", as well as introducing a performance contract system in public service. ACBF indicated that Rwanda could benefit from Tanzania's experience and that of other East African countries that had undergone civil service reform. The ACBF team agreed to share experiences and contribute

to the study, as well as contributing to the introduction of the performance contract system by providing the expertise of the Foundation's TAPNET members. While in Kigali, the mission started drafting a 'skeleton' country program for Rwanda, derived from the national strategic priorities spelt out in Vision 2020 and held further discussions with the various stakeholders on the Foundation's long history in capacity building in Rwanda.

In his bilateral meeting with the ACBF delegation, H.E. President Paul Kagame emphasized that capacity is a major issue in the development of African countries, comparing it to a black hole, whereby as we continue building capacity, the capacity gap gets wider. The President recommended that the meaning of capacity be broadened beyond acquiring skills. Rather, he believed that Africans should be trying to find ways to work on the mindsets, attitudes and motivations, questioning why it is possible elsewhere else, but not in Africa. He stated that as Africans we should stop blaming others for what we have been deprived of but are now depriving ourselves. ACBF should help African countries to share experiences by bringing them together.

The ACBF-supported HIDA project informed the President of the workshops it planned to organize as a coaching exercise for the 270 Rwandan civil servants trained on ACBF funds by SETYM Canada. The President offered to participate

personally in this type of workshop, and requested HIDA to invite him in due course.

The Executive Secretary gave the President an overview of the Foundation and its interventions in Rwanda, describing how ACBF had a productive and innovative collaboration with the GoR, which has always proved its political commitment and financial support to ACBF. She added that Rwanda is known as a country that had made progress in the area of good governance, which could serve as an example for many African countries, and that it is also a great example of a country which, in few years, had moved from a post-conflict state to a stable and fast growing economy. The Executive Secretary noted the importance that President Kagame personally accords to capacity building, not only in Rwanda but on the continent, and emphasized that the Foundation needed leaders to serve as ACBF champions, in order to help convince fellow African leaders about the importance of capacity development and the continent's development agenda. The Executive Secretary informed the President of the celebration in February 2011 of the 20th anniversary of the Foundation, and requested his involvement in the preparation and celebration.

His Excellency, the President availed himself to contribute and play any role the Foundation deemed important, including hosting the event.

ISTANBUL, TURKEY

ACBF Participates in the World Bank Annual Meetings in Istanbul, Turkey

The World Bank Annual Meeting is a forum that gathers together major players in the development and financial sectors. Participating in these meetings provides ACBF with an opportunity to interact with key strategic global institutions and individuals these sectors.

ACBF attended the Annual Meeting in Istanbul in October 2009 and briefed senior staff of the World Bank on the progress made by the Foundation in implementing the Management Action Plan (MAP). The team also met with representatives from other international organizations, including the World Bank, the AfDB, the IMF and the Millennium Challenge Corporation (MCC) to explore opportunities for partnership and collaboration.

Key outcomes from the World Bank and AfDB meetings focused on the need for the World Bank to define their expectations of the Foundation, going forward and to establish milestones. Follow-up missions to the World Bank were proposed to brief key Vice Presidents on the progress made by the Foundation in implementing MAP and the teams also discussed the need for a technical briefing to the Bank's Board and Management on ACBF's progress in

exploring alternatives for longer-term funding for the Foundation, with clear fiduciary oversight.

WASHINGTON DC, USA

ACBF visits World Bank, IMF and USAID

On 9th to 10th November 2009, as a follow-up to the discussions held in Istanbul in October 2009, the Executive Secretary led a mission to the World Bank in Washington DC. The discussions during this mission aimed to update, in detail, key World Bank Departments on the Foundation's progress on implementing MAP, and providing them with the relevant information necessary for guiding the process of defining the 'triggers' to be met by the Foundation for resuming disbursements from the Development Grant Fund (DGF) and the Multi Donor Trust Fund (MDTF).

Follow-up meetings were held with the IMF to agree on modalities for closing out the existing cooperation framework and to map out strategies for a new framework. A meeting was held with USAID and among the key outcomes from these discussions was the invitation for USAID to participate in the Foundation's 20th anniversary celebrations.

They discussed how this particular event could provide an opportunity for re-engagement with USAID in the future. ACBF took this opportunity to share its experience on how



building capacity in post-conflict countries has long-term benefits for stability and further discussions were held on gender budgeting, as an area for potential collaboration between the two institutions.

ACBF Presents a Paper at the Third Global Conference on Electronic Government Procurement in Washington DC

On 11th November 2009, ACBF participated in the 3rd Global Conference on Electronic Government Procurement organized by the Inter-American Development Bank. On behalf of the ACBF team, the Executive Secretary delivered a presentation on “Trends in Public Procurement in Africa:

Opportunities and Challenges of Capacity Building Interventions”. The conference was held to discuss the issue of the growing global demand for stronger public procurement systems, transparency, accountability and efficiency by introducing e-GP in country government systems. Delegates also discussed progress made by developing countries in incorporating information technology in their country's systems. Those in attendance noted that public access to procurement information is important in promoting transparency and that e-government initiatives are instrumental in combating corruption.

ACBF showcased its knowledge products at the International Conference on Capacity Building for Global Competitiveness held in Accra, Ghana between 14th–16th October 2009. Among the knowledge products on display were three new publications, published in 2009:

- i. The ACBF Development Memoir entitled “Making Regional Integration Work in Africa: a Reflection on Strategies and Institutional Requirements”
- ii. An occasional paper entitled “Public Financial Management Reforms in Developing Countries: Lessons of Experience from Ghana, Tanzania and Uganda”
- iii. A book in the ACBF Operations Research Series entitled “Gender Budgeting as a Tool for Poverty Reduction: Concepts, Practices and Capacity Implications”
- iv. Past issues of books, occasional papers, working papers and development memoirs were also on display.

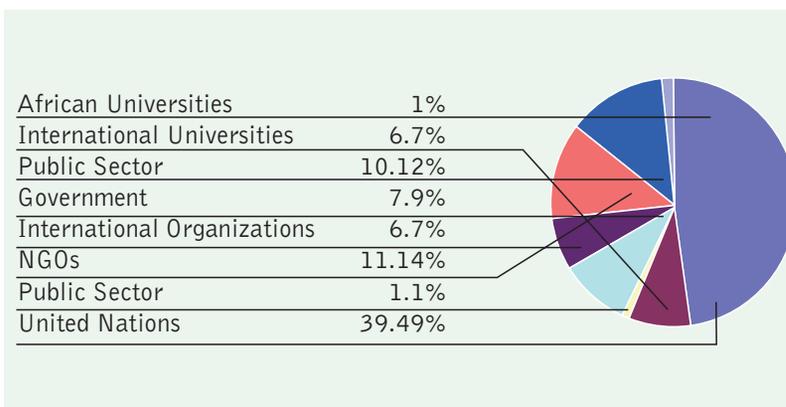
The majority of the participants at the Ghana conference came from African and international universities and it was a great opportunity for ACBF to raise its profile among academics - the major consumers of the Foundation's knowledge products.

The response to ACBF's knowledge products was overwhelming, with almost all the publications distributed on the first day. Eighty-four participants signed the visitors' book, requesting to be placed on the ACBF mailing list for updates on new publications and other capacity development activities. One book in particular: “A Survey of the Capacity Needs of Africa's

Regional Economies Communities”, generated a high level of interest among policymakers who attended the conference. Among the 84 participants who expressed an interest in ACBF publications were professionals from local international tertiary institutions, representatives from the private sector, public sector, media, government, international organizations, United Nations, non-governmental organizations and university students. The diagram below gives an analysis of participants by sector. Most academics expressed an interest in improving networking between ACBF and their own libraries, in order to disseminate publications more effectively among lecturers and students.

Figure: 1

An analysis of participants who visited the expo by numbers, percentages and sector





Tsangirai Mukvazi

2009 was a year of transformation at ACBF. After a year and a half with an Acting Executive Secretary, July 2009 saw the arrival of a new substantive Executive Secretary, the first female to hold this position at the Foundation.

The arrival of Dr Léautier signaled the beginning of a significant change process, aimed at enhancing the

performance of the Foundation and building on past successes in order to prepare for the future. Given the critical role of ACBF's people in the transformation process, the new Executive Secretary began by conducting bilateral interviews with all staff. During her first month in office, the Executive Secretary received feedback from staff on various issues. This feedback from staff, together with information gathered from donors and members of the two Boards, informed the Management Action Plan (MAP). To ensure ownership of the year-long plan to build on the Foundation's successes and improve business processes, teams were constituted from among the staff to work in all the areas identified. In order to ensure the effective transfer of skills, a number of external consultants were recruited to act as mentors to the various teams and to assist the internal teams in implementing the respective work plans.

Part of the MAP involved the development and approval of a number of manuals and procedures by the Executive Board, aimed at enhancing the operations of the Secretariat. Together with the various manuals, a new Code of Conduct and new Disciplinary and Grievance Procedures were approved by the Executive Board to guide the expectations and behavior of staff. Other change areas that were strengthened through the MAP related to risks and controls issues, leading to improved procedures in Travel, Procurement and ICT.

In 2009 the Executive Secretary introduced a new organogram for the Foundation in order to address certain strategic functions. A number of new departments were created: The Office of the Chief Operating Officer was developed to ensure that the Operations of the Secretariat are coordinated effectively with the Knowledge, Evaluation and Learning department, as well as ensuring compliance with all ACBF policies and procedures. The Board and External Affairs Department was created to include a Board Secretariat, which deals with the two governing organs outside the Secretariat; Resource Mobilization, focusing on fundraising and partnerships and an External Affairs and Communication unit to manage reputational risk and ensure the visibility of ACBF's activities and success stories and drive internal communication. Additionally, the Finance Department was also strengthened with the creation of a dedicated Unit focused primarily on risks and controls for ACBF Grantees, and a new position, that of Chief Finance Officer.

A major part of the change process and subsequent restructuring in October 2009 included the advertisement of all positions at the Secretariat, resulting in all staff members re-applying for their current jobs or other roles in the Foundation.

In November 2009, with the assistance of external consultants, the selection and recruitment of the new ACBF management team was conducted, using rigorous assessment centers. By December 2009, all the managerial positions had been filled, with the recruitment of other professional and support staff being carried over into 2010.



Tsvangirai Mukvazhi

In order to improve the Foundation's performance and ensure accountability to stakeholders, ACBF has adopted the Managing for Development Results (MfDR) approach. This approach involves using knowledge and information to make better decisions and guide efforts toward achieving results. It aims explicitly at changing the way organizations are managed, by promoting a culture of performance and results. As an initial step towards the adoption of MfDR, ACBF developed a comprehensive Results Measurement Framework (RMF). The RMF aims to establish principles for the definition and measurement of the results produced by ACBF and is therefore an important tool in assessing the implementation of the Strategic Medium Term Plan (SMTP II) that covers the period 2007-2011.

During the ACBF Board of Governors 17th annual meeting held in Paris in June 2008, the Secretariat presented a draft RMF that included development results derived from the SMTP II. This was discussed and endorsed by the Board and, as a result, Managing for Development Results was emphasized as the central theme for the Foundation's reform agenda. It was noted that the focus on development results is to augment the relevance of ACBF as a development partner and also an opportunity to improve ACBF's accountability to stakeholders, institutional learning and development. This approach marked a paradigm shift from managing inputs and activities to managing outputs and outcomes for ACBF.

ACBF-RMF: AN INTEGRATED SYSTEM FOR MEASURING RESULTS

The ACBF-RMF is an integrated system with three results levels: development, operational and organizational.

Development results: These are the final results of any capacity development initiative to which ACBF contributes. Development results always have the following main elements: a specified goal, strategic objectives and development outcomes. The strategic goal and objectives are intended to communicate the main themes and direction of the ACBF strategy, while the development outcomes capture the intermediate results that work in combination towards achieving the strategic objectives and goal.

Operational results: These are critical in assessing the impact of ACBF's capacity development interventions. They measure the contribution of ACBF to the achievement of development results at country level. Outputs generated by ACBF operations will be aggregated to demonstrate progress towards the attainment of development results at the output level. The outcomes generated by these outputs provide the linkage with development results. The strength or quality of this connection is most often assessed through evaluations.

Organizational results: These results measure progress in organizational performance, including reforms in ACBF internal management, operational policies and procedures to support the achievement of development results.

Progress on the Implementation of the RMF

Since the adoption of the RMF, progress has been made towards its operationalization:

Development of Strategic Objectives and Outcomes

A key component of the framework is the development of a measurement framework, comprising the following three strategic objectives and six outcomes:

- a) Strategic objectives
 - To improve public sector management for service delivery
 - To enhance accountability and transparency in the management of public resources
 - To increase the effectiveness of African regional institutions in promoting regional and global integration.
- b) Outcomes
 - Strengthened organizational and institutional systems for economic policy management
 - Increased national ownership of development policies and programs in target countries
 - Enhanced policy and institutional environment for private sector development
 - Increased participation of citizens, particularly women, in the planning, execution, and monitoring of development projects and programs
 - Strengthened organizational and institutional systems for transparency and accountability in the management of public resources
 - Efficient regional institutions for promoting trade and economic integration.

Strengthening of M&E Capacity in ACBF

As part of the adoption of the MfDR approach, the Foundation commissioned an M&E system Audit in 2008. The findings highlighted the following key gaps:

- Lack of a results-based M&E system
- Lack of accepted sets of outcome and impact indicators for ACBF projects or for ACBF itself
- Lack of hands-on M&E specialists on ACBF staff to support either ACBF or the projects in performing M&E functions
- No systematic M&E training or M&E capacity building for program officers
- Discouraging results in project responses to ACBF M&E capacity checklist (only 12% of projects had filled the M&E questionnaire, thus suggesting lack of commitment to M&E).

Following the Audit recommendations, ACBF has undertaken the following actions to address the identified gaps and establish a results focus on the ACBF operations:

Establishment of the M&E Unit: The Foundation has recruited, and is still recruiting M&E experts for the newly created M&E Unit

Embedding a results-based M&E system through M&E training: M&E training of ACBF staff and Grantees has been undertaken (October and December 2009 workshops)

Results-focused M&E: A project-level Results Matrix was developed and tested on selected projects. This focused on the performance indicators of outcomes and outputs and reflected the approach of country development as a transformation process.

VUMBA WORKSHOP

In October 2009, ACBF organized a workshop on results oriented frameworks for ACBF projects in Vumba, Zimbabwe. The workshop formed an important part of the Foundation's agenda to embed a results culture in ACBF, which is an integral part of the renewal strategy developed in the Management Action Plan (MAP). The participants were drawn from the Operations departments of ACBF.

The workshop's three main objectives were as follows:

- To build a shared understanding of the conceptual frameworks that underpin the assessment of capacity development interventions
- To develop a core set of output and outcome indicators to monitor and evaluate the results of ACBF projects
- To provide an opportunity for the sharing of best practice.

Observations by the Participants

Below are some observations made by the participants during the workshop:

(a) Results Framework

- In developing result frameworks for the selected projects, it was necessary to review certain aspects of the project design, as this would have implications for the retrofitting exercise planned under MAP. The framework might also require reformulating project objectives and

results, making the exercise more challenging and thus requiring adequate resources.

- There was an urgent need to develop a conceptual framework and practical tools to assist in the design, monitoring and evaluation of ACBF projects.
- There was also a need to harmonize indicators across projects and departments in ACBF. It was felt that this would improve comparability across projects and departments.
- A complete results framework should be a mandatory part of every ACBF appraisal report.

(b) M&E Skills and Competencies

- The workshop substantially increased awareness of the new focus on results in ACBF, as well as strengthened hands-on skills and expertise in core M&E concepts and tools. Nonetheless, for sustainable improvements in the ability of ACBF to assess and evaluate projects, participants agreed that the Foundation should address a number of key challenges:
 - o One of the key issues in this regard is to ensure that adequate capacity is in place at all levels; the Foundation should invest in the reinforcement of the M&E function within ACBF, as well as in Grantee organizations. Adequate organizational incentives that are required for change should also be provided to ACBF staff;
 - o The Capacity Development Results Framework (CDRF) is a useful way of looking at capacity development projects and ensuring results-

- orientation in project design, monitoring and evaluation.
- To operationalize lessons from the workshop, ACBF was requested to adapt elements of the CDRF in order to improve the design, implementation, and evaluation of projects. A standardized results framework template was proposed, for use in all ACBF projects.



Tsangirai Mukwazi

Workshop Results

The workshop yielded the following result. It:

- Provided inputs for reinforcing M&E and RBM in operational policies and guidelines;
- Increased M&E skills for developing project-specific indicators for ACBF Staff;
- Improved collaboration between Knowledge and Learning and Operations departments;
- Contributed to the establishment of a new culture of managing for results among participants;
- Provided inputs for developing a strategy to strengthen M&E capacity of ACBF-supported institutions;
- Created an important partnership for learning to expand knowledge on capacity development measurement issues.

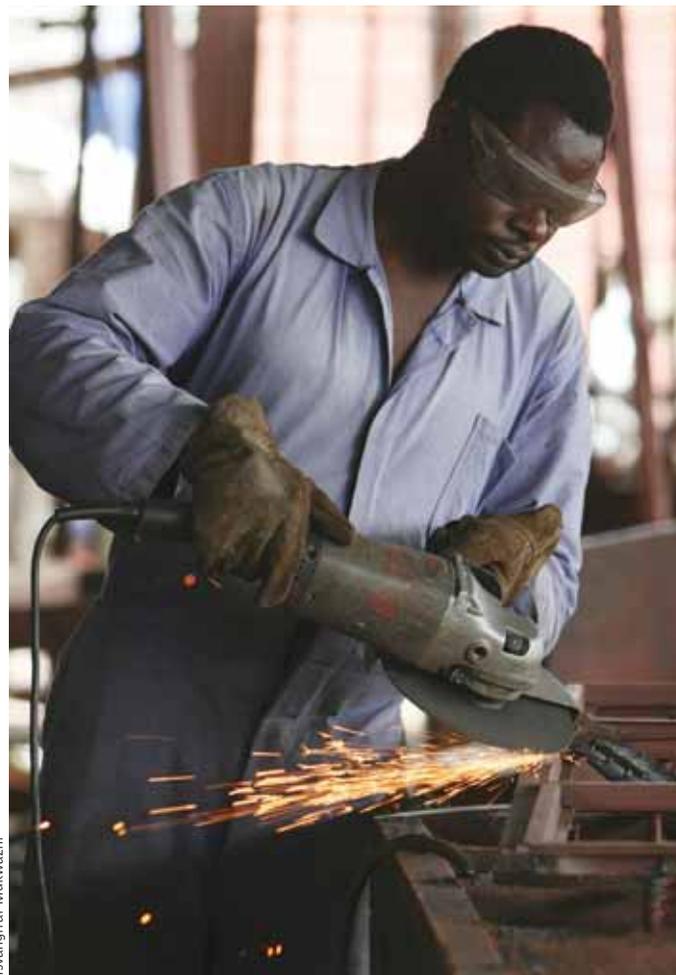
Establishment of ACBF M&E System

Embedding a results culture in any organization is an eventful journey. This is particularly so for ACBF, with operations all over Africa which must also be incorporated in this new management approach. In this regard, ACBF plans to accomplish the following key milestones towards the operationalization of the results-based M&E.

- Finalize the ACBF-project level results framework and present it at the Technical Session of the Board of Governors meeting in September 2010
- Undertake training workshop(s) for staff and Grantees in Results-based M&E

- Disseminate M&E tools and the ACBF project-level results framework to ACBF-supported institutions (pilot with 20 institutions)
- Support the retrofitting of active projects
- Test the approach to a selected number of new operations.

As ACBF develops a new strategy for the next phase of its operations, focus on results is crucial in order to enhance its effectiveness. In this regard, monitoring and evaluation of the performance of RMF will be rigorously conducted at regular intervals to ensure that the tracking of the set targets and reporting on expected outputs and outcomes take place. The results generated from the M&E activities will be used to improve ACBF performance and development effectiveness. ACBF will also use the knowledge generated through evaluation to develop better instruments and policies for capacity development, for learning and for evidence-based decision making at policy level.



Tswangirai Mukwazhi

The Management Action Plan (MAP), developed and partially implemented in 2009 was in direct response to a number of challenges facing the Foundation. Among the issues identified were the operational weaknesses uncovered in the Forensic and HR Audit reports completed earlier in 2009; lessons learned from a survey of internal audit reports; recommendations of subsequent World Bank and African Development Bank's financial management assessment missions and the bilateral interviews with staff of ACBF. The MAP was developed as an opportunity for transformational change at the Foundation, putting in place the types of systems, structures, and controls as well as strategy, products, and skills needed to tackle the issues challenging Africa in the coming decade.

During the 2nd half of 2009, the Secretariat focused on implementing the MAP through teams comprising of staff drawn from across ACBF to address various aspects of the weaknesses identified in the Foundation. The key areas of attention identified were:

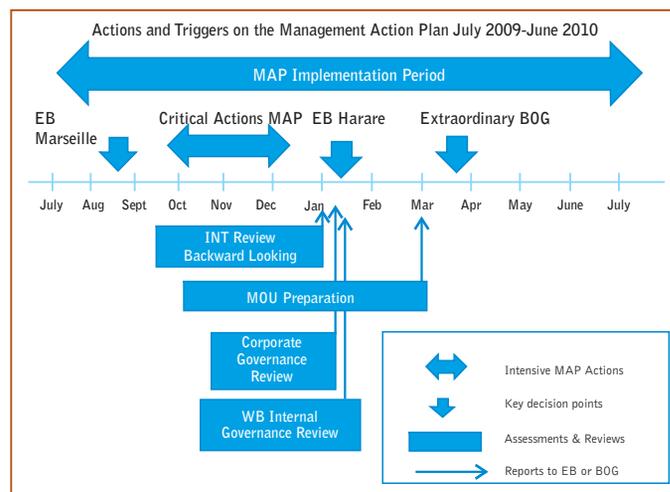
1. Risks and controls; short-term risks, internal controls, control framework and audit environment,
2. Human Resources; organizational structure in HR, strategic staffing, workforce size and skills mix, technology platforms systems and processes
3. Finance: financial position, financial monitoring and tracking systems, future financing, priorities for action and natural expansion
4. ICT; ICT policy and ICT-related activities and processes
5. Communication; ACBF image and visibility, communication of proven areas of achievement, preparedness for reform and change

6. Strategy; ACBF Medium Strategy and Plan 2007-2011, potential niche for ACBF
7. Operations; internal structure, products, workflow, reporting lines, interactivity
8. Governance; organization and structure of Secretariat, Board-Management interface, functioning of Executive Board.

Two perspectives were taken in defining the MAP: a) Inside-Out, with a focus on controls, people, finances, risks and, b) from the Outside-In, focusing on communication, strategy, operations and governance.

The timeline given for the work program was:

- Short term (July-October, 2009)
- Medium term (October-December, 2009)
- Long term (January-June, 2010)



Short Term Actions (from July-September, 2009) were:

1. Controls: secure the internal environment and controls
2. Human Resources: stabilize ACBF, create a platform for reform, and maintain business continuity
3. Finance: assess financial position, identify priorities for action, and support natural areas for expansion
4. Risks: identify and act on short-term risks, finalize forensic review, strengthen audit functions
5. ICT: develop an ICT policy and put in place decision chain to secure ICT-related activities
6. Communication: develop strategy to secure ACBF image, disseminate proven areas of achievement, uncover opportunities, smooth transition and create preparedness for reform and change
7. Strategy: review the ACBF Medium Strategy and Plan 2007-2011 and uncover niche for ACBF
8. Operations: assess the internal structure, products, workflow, reporting lines, interactivity
9. Governance: review the organization and structure of the Secretariat; review Board-Management interface, appraise functioning of the Executive Board

Medium Term Actions (from October-December, 2009) were:

1. Strategy: develop a medium term strategy and business plan for innovation and scaled up success
2. Communication: develop external positioning strategy and implement internal "deep dives"
3. Controls: evaluate control framework and audit environment

4. Operations: assess organizational structure and workflow; evaluate performance; review program designs and controls
5. Human Resources: develop an HR recovery plan—HR organizational structure, strategic staffing, systems and processes
6. Finance: create real time financial monitoring and tracking system; explore future financing of ACBF
7. Risks: conduct supply chain risk assessment, scan of external risks and authorizing environment, and bottom-up risk scans; develop guidelines for different risk scenarios
8. ICT: update ICT systems supporting Financial Management functions and decisions
9. Governance: develop guidelines on good governance, compliance, and risk management for the Management-Board interface; implement structural and functional changes in the Office of the Executive Secretary.



Summary of Inside-Out View

Work Program—Short and Medium Term (July 1st to December 31st, 2009)

Priority Actions and Decisions	
<p>Internal environment and control:</p> <ol style="list-style-type: none"> 1. Secure treasury and finance functions 2. Secure grant and project portfolio financing 3. Complete the forensic audit process and implement decisions relating to it 4. Evaluate internal control framework to pass muster with institutional member standards 5. Create fiduciary risk assessment capability in the Foundation 	
<p>Human Resources:</p> <ol style="list-style-type: none"> 1. Stabilize ACBF, create a platform for reform, and maintain business continuity 2. Develop an HR recovery plan for discussion and approval by the Executive Board 3. Put in place the requisite HR process, system, and technology platforms 4. Review the staff benefits plan 	
<p>Budget and Finance:</p> <ol style="list-style-type: none"> 1. Assess the financial position of the foundation 2. Identify priorities for financing 3. Uncover areas for medium term support 4. Develop bottom-up budgeting that is linked to strategy 5. Put in place accounting related controls 6. Develop and implement financial reporting protocols 7. Enhance Grant Management and Disbursement performance 	
<p>Priority Actions and Decisions</p> <p>Risks and monitoring systems to pass muster with institutional member standards:</p> <ol style="list-style-type: none"> 1. Identify key weaknesses in structure, systems, processes and controls and put in the requisite remedial actions 2. Strengthen the audit functions, including staff strength and size 3. Undertake a targeted review of program designs and controls to manage exposure to risk 4. Conduct supply chain risk assessment and asses client-product risk exposure 5. Design/implement "deep dive" efforts for effective organizational performance 6. Evaluate unit level risks and develop remedial action 7. Create a real time financial monitoring and tracking system 	
<p>Priority Actions and Decisions</p> <ol style="list-style-type: none"> 1. Develop IT policy and submit for Executive Board Approval 2. Update the IT systems supporting FM functions, fully utilize sun systems modules and train users 	

Management Action Plan - MAP

Summary of Outside-In View

Work Program—Short and Medium Term (July 1 to December 31, 2009)

Priority Actions and Decisions:	
<p>Communications:</p> <ol style="list-style-type: none"> 1. Develop an external communication strategy to secure ACBF image, disseminate proven areas of achievement, and uncover opportunities 2. Develop an internal communication strategy to uncover success stories, smooth transition and create preparedness for reform and change 3. Conduct an external risk scan, including the evolution of country risks and reputational pressures 4. Develop guidelines for operating in different external risk scenarios and propose "risk thresholds" 	
<p>Strategy:</p> <ol style="list-style-type: none"> 1. Strategy and Business Plan Review 2. Strategy and Business Plan Development 	
<p>Operations:</p> <ol style="list-style-type: none"> 1. Review internal and external audits, complete outstanding audits 2. Review of portfolio of grants and projects for urgent decisions and changes to disbursements 3. Assess organizational structure and work flow distribution 4. Assess ACBF performance and products 5. Undertake a targeted review of program designs and controls to manage exposure to risk 6. Conduct supply chain risk assessment and asses client-product risk exposure 7. Design/implement "deep dive" efforts for effective organizational performance 	
<p>Governance and Oversight: Board-Management Interface:</p> <ol style="list-style-type: none"> 1. Review the structure and function of the Secretariat 2. Appraise the functioning of the Executive Board 3. Assess the interface between the Executive Board and the Secretariat 4. Review the interface between the Executive Board and the Board of Governors 5. Scan the authorizing environment for ACBF & assess role and impact of stakeholders 	

The teams worked tirelessly towards developing solutions to strengthen ACBF's fiduciary capacity, putting in place appropriate financial and internal controls to provide adequate comfort to donors and to ensure their continued support. The Foundation is also using the MAP period to rebrand and re-define its strategic priorities for capacity development on the continent.

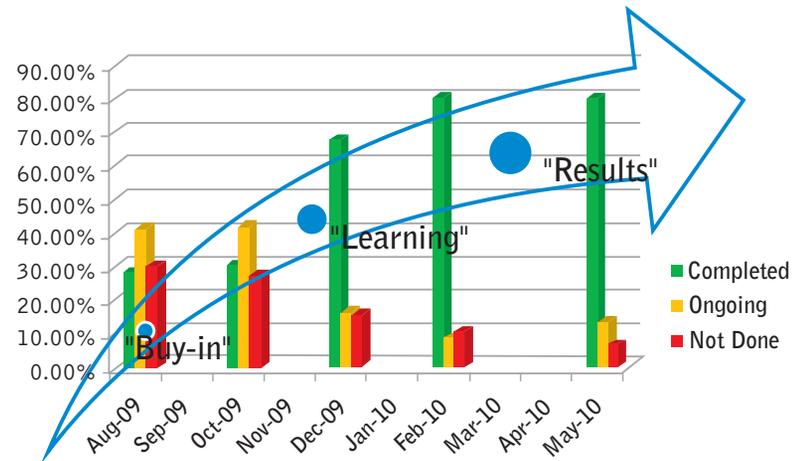
Portfolio Review 2009

As a direct result of the MAP priorities set in 2009, which recognized the need to rationalize ACBF's portfolio, comprising 233 ACBF-supported projects and programs, the ACBF Secretariat conducted two Portfolio Reviews. The findings of the two reviews highlighted several issues and re-emphasized the need for the Secretariat to institutionalize the management of its portfolio and also embed the processes for ACBF-supported programs and projects. By carrying-out regular portfolio reviews, the Foundation is able to keep abreast of risk and related issues threatening the achievement of intended results in its projects and programs. ACBF has also been able to utilize the findings of the Portfolio Reviews to provide feedback to the Grantee partners, as well as informing them on the process for rationalizing its disbursement decisions.

Following the 1st and 2nd ACBF Quarterly Portfolio Reviews of 2009, the Secretariat requested the Board to establish a dedicated Unit within the Office of the Chief Operating Officer in January 2010. This strategic position within the Secretariat structure would institutionalize and entrench an ACBF system and process for conducting regular portfolio reviews, in order to report on the quality and status of the Foundation's Portfolio at any given time. This would enable ACBF to ensure that accurate and appropriate databases of ACBF-supported projects and programs are developed, maintained and updated to inform the regular (quarterly or semi-annual) portfolio reviews. These would be conducted as and when required, guided by several newly revised policy and procedural manuals. It was envisaged that a regular review of the ACBF portfolio would facilitate the identification and development of required service standards, as well as improving the alignment behavior and practice in portfolio management. The MAP Portfolio Review process facilitated the identification of problem projects and informed management decisions regarding specific action to be taken to strengthen the portfolio.

With this process launched in 2009 and continuing in the subsequent years, the Foundation is now well equipped to fully rationalize its portfolio by December 2010 in terms of risk, paving the way for deepened knowledge and learning.

MAP Progress





February 9th, 2011 will mark 20 years since the establishment of ACBF. The 20th anniversary and the attendant celebrations planned offer a unique opportunity to demonstrate the centrality and continued importance of capacity development to Africa's growth, as well as the role of the Foundation in this effort. The objective is to demonstrate this with substantive events and credible documentation, such as a series of high-level forums, lectures, media and learning activities at various levels, Africa-wide.

ACBF's new flagship publication, the 'African Capacity Indicators' (ACI), will play a critical role in this regard. The ACI will be an ACBF flagship publication – designed to bring the capacity development agenda in sub-Saharan Africa to the fore. This unique 20th Anniversary Report will examine the key issues and challenges facing both in-country and also cross-border developments in capacity in Africa. It will look at the ongoing efforts to support regional cooperation and will serve as a definitive knowledge product, primarily for policymakers in the region.

It is well known that countries face difficulties in financing, as well as maintaining regional and international public goods. The ACI will serve as a major diagnostic tool to guide the development of priority actions, providing practical recommendations where necessary. To this end, the ACI will form the basis for advocacy on major capacity building issues and bring given thematic and sectoral factors that might affect state and societal effectiveness in the delivery of specified mandates to the attention of policy makers. It will serve as a

tool to galvanize actions for capacity building and poverty reduction in sub-Saharan Africa, by providing research-informed data on capacity development from across the region. Additionally, the ACI will furnish the ACBF with a unique opportunity to show-case various interventions. The Report will highlight the Foundation's special role as an institution, while at the same time pushing the frontiers of discourse on capacity building as a major driver of development, agency of change and a great source of transformation. It will give enhanced visibility to the work of the Foundation and its partners, as well as strengthening the operations of the current 'knowledge communities' – or ACBF TAPNETS.

Other high-level events and activities scheduled, as a build-up towards the actual date of the 20th anniversary celebration, will further heighten the dialogue on, and draw enhanced attention to, the issue of capacity development on the continent, and the strategic position of ACBF in this unique field.

The Foundation intends to use the 20th anniversary of its establishment, including the build-up towards it, to re-position and re-brand itself, whilst re-tuning its key messages in view of the evolving and dynamic changes and scenarios in capacity building. The anniversary will also provide an opportunity for ACBF to increase its reputation and recognition as the key institution in capacity development in Africa.

Planned Activities

In preparation for the 20th anniversary, the Secretariat has planned a number of events, central to which will be the high-

level forums on capacity development in Africa; thematic and country-specific lecture series on capacity development; ACBF's participation in key global and continental forums, as well as a systematic 'capturing' and dissemination of beneficiary, stakeholder and partner 'voices.' Additionally, the build-up will involve a number of media events and other activities, aimed at building constituencies and raising awareness of ACBF's interventions and successes over the past 20 years.

•At the core of the strategy for the 20th anniversary celebrations will be the following:

- A series of events in 2010 as a lead up to the actual 20th Anniversary celebrations in 2011
- Production of a video, documenting the last 20 years of ACBF and its evolving strategy
- Broadcast messages capturing the 'voices' of ACBF 'champions', alumni and project personnel

- Publication of an ACBF information brochure, including results and success stories
- Participation at a series of high level events
- Re-launch of the ACBF internal newsletter
- The launch of a totally new ACBF website, including a special 20th anniversary page on the ACBF internet site, with a link to all project/program websites
- A series of learning events involving projects, alumni, African governments and other stakeholders

A multi-country launch of the ACBF flagship publication, the 'African Capacity Indicators', bringing together African Heads of States, ACBF projects/programs, stakeholders, experts and opinion leaders to reinforce their commitment to capacity development on the continent.

ACBF looks forward to celebrating twenty years of capacity building in Africa.

Box 3. Financial Position of ACBF

Resources Available for Commitment to Projects and Programs

Despite a US\$2.0 million negative exchange rate impact on the US dollar, donor pledges for SMTP II increased by US\$19.2 million from the 2009 level of US\$199 million following new pledges from Djibouti, Guinea Bissau, Liberia, Sweden and increased pledges from Canada. Investment income was minimal during the year at US\$0.046 million resulting in the total investment income accumulation of US\$ 11.806 million. Therefore, total resources available to SMTP (2007-2011) amounted to US\$ 228.955 million after adjusting for the commitment authority shortfall of US\$ 1.114 million carried forward from SMTP I.

Against the total resources of US\$ 228.955 million were cumulative commitments amounting to US\$ 64.456 million in respect of projects and programs for SMTP (2007-2011), US\$ 3.575 million for knowledge management and US\$ 37.957 million in respect of consolidated budget expenditure. Thus the cumulative commitments as of 31 December 2009 amounted to US\$ 105.988 million. The difference between pledges and

commitments yielded an amount of US\$ 122.967 million in available commitment authority. However, if a provision for the 2010 Consolidated Budget Expenditure of US\$ 24.106 million and a further US\$ 3.9 million committed for the Management Action Plan (MAP) implantation is deducted, the Available Commitment Authority is US\$ 94.961 million.

Available Cash Resources

Cash resources comprise paid-in contributions by donors to the Foundation in respect of pledges to the ACB Fund (Phase I), the ACB Fund (Phase II), SMTP (2002-2006), and SMTP (2007-2011). The balance brought forward FY 2008 amounted to US\$ 110.872 million. Added to this amount were direct contributions received from Nigeria, Congo Brazz., Zambia and Greece totalling US\$ 1.059 million. Thus, total cash resources increased to US\$ 111.981 million. Against this amount were disbursements to capacity-building projects and programs plus knowledge management activities (including expenditure on the Consolidated Budget), amounting to US\$ 43.583 million. This resulted in net cash resources of US\$ 68.398 million available to meet existing commitments. The available cash resources represented a decrease of 38.31 per cent over the closing figure for FY2008.

1. Pledges		Consolidated Budget Expenditure FY 2008	13.752
Balance of Pledges Brought Fwd:		Consolidated Budget Expenditure FY 2009	<u>12.807</u>
Cumulative Pledges			<u>37.957</u>
(ACB Fund I, ACB Fund II, SMTP (2002-2006)	421.03		
Less Cumulative Commitments	(426.30)	Total Committed	105.988
Add Undisbursed Grant balances	4.156		
Bal. of Pledges B/ Fwd. (Deficit)	(1.114)	Resources Available for Grant Commitments	
Add		And 2010 Consolidated Budget	122.967
SMTP (2007-2011) Pledges	218.263		
Investment Income	<u>11.806</u>		
Total Resources	228.955		
2. Commitments			
SMTP (2007-2011)			
Commitment to Programs FY 2007	29.204		
Commitment to Programs FY 2008	25.452		
Commitment to Programs FY 2009	<u>9.800</u>		
	64.456		
Knowledge Management FY 2007	1.235		
Knowledge Management FY 2008	1.308		
Knowledge Management FY 2009	<u>1.032</u>		
	3.575		
Consolidated Budget Expenditure FY 2007	11.489		

Co-financing

As at the end of FY 2009, the total cost of projects and programs in the Foundation's portfolio was US\$1.205billion representing an increase of 6% over the previous year's total. The Foundation's share of the portfolio amounted to US\$427.22 million (35.45%), whilst beneficiaries' own contribution stood at 20.91% and that of other development partners amounting to 32.48%.

As depicted by Table 2 below, the Foundation share of direct support has been met with corresponding steady rate of contribution by beneficiaries, signifying a resolute sense of ownership and sustainability. However, intense fund-raising efforts are being made together with beneficiaries to fill the co-financing gap.

Table 1. Trends in the co-financing Status of ACBF-funded Operations

	2007		2008		2009	
	\$	%	\$	%	\$	%
Total Cost	1,124,630,900	99.56%	1,129,577,043	100.00%	1,205,181,747	100.00%
ACBF's share	388,960,942	34.43%	395,147,044	34.98%	427,220,478	35.45%
Government / Own Finance	230,436,721	20.40%	230,451,343	20.40%	251,950,459	20.91%
Pledged Co-financing	357,069,860	31.61%	369,209,861	32.69%	391,390,249	32.48%
Financing Deficit (Surplus)	148,163,377	13.12%	134,768,795	11.93%	134,620,561	11.17%

Figure 2a. Cumulative Sources of ACBF Resources Under SMTP II (2007-2011) as at 31 December 2009

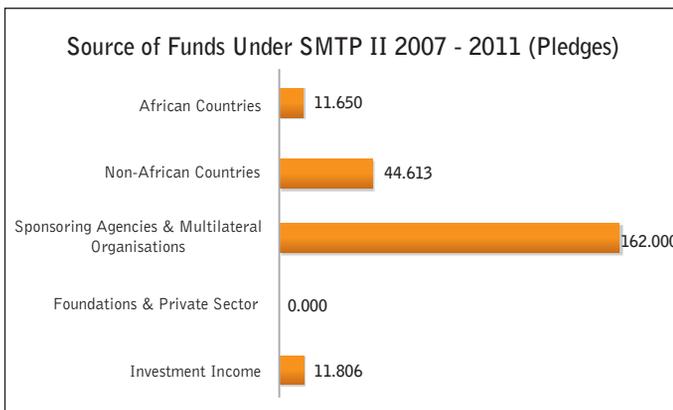
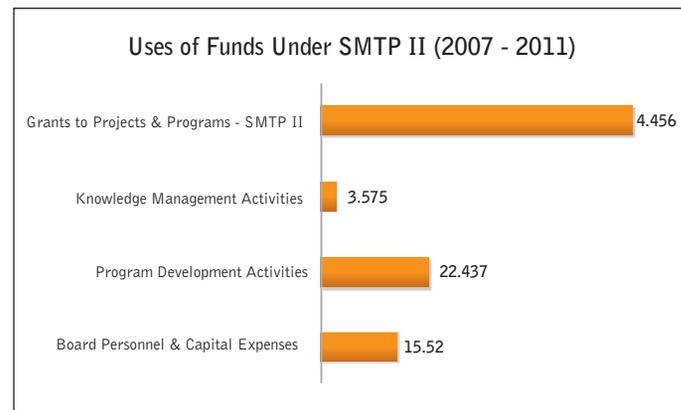


Figure 2b. Cumulative Use of ACBF Resources Under SMTP II (2007-2011) as at 31 December 2009



Annexes

Annex A.1. Grant Commitments to Projects and Programs by country (1991-2009)

Annex A.2: Financing Status of ACBF Projects as at 31 December 2009

Annex A.3: The African Capacity Building Foundation SMTP II (2007-2011) PLEDGES 31 December 2009

Annex A.1. Grant Commitments to Projects and Programs by country (1991-2009)

Projects & Programs	Phase	GRANT approved US\$
Angola		
PACBP	Expanded Mandate	1,440,000
	Sub-Total	1,440,000
Benin		
CAPE	Phase I	1,500,000
CAPAN	Expanded Mandate	1,600,000
CAPAN II	Expanded Mandate	1,500,000
CAPOD	Expanded Mandate	1,200,000
SENAREC	Expanded Mandate	50,000
	Sub-Total	5,850,000
Botswana		
BIDPA	Phase I	3,000,000
BIDPA II	Expanded Mandate	1,500,000
BIDPA III	Expanded Mandate	1,700,000
BOCONGO	Expanded Mandate	1,150,000
NFP	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	50,000
	Sub-Total	7,450,000
Burkina Faso		
CAPE	Phase I	1,600,000
CAPE II	Expanded Mandate	1,700,000
PARECAP	Expanded Mandate	2,000,000
PRECAN/BF	Expanded Mandate	2,000,000
RGC -B	Expanded Mandate	275,000
RGC -B II	Expanded Mandate	498,881
SAFEWINDS & SEED GRANTS	Expanded Mandate	100,000
	Sub-Total	8,173,881

Projects & Programs	Phase	GRANT approved US\$
Burundi		
IDEC	Phase I	2,000,000
BCPEG	Expanded Mandate	4,500,000
IDEC II	Expanded Mandate	2,000,000
IDEC III	Expanded Mandate	2,000,000
PRIME - BURUNDI	Expanded Mandate	1,000,335
SENAREC	Expanded Mandate	50,000
COUNTRY NETWORK	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	50,000
	Sub-Total	11,650,335
Cameroon		
CASC	Expanded Mandate	4,000,000
CAMERCAP	Expanded Mandate	1,708,850
CAMERCAP II	Expanded Mandate	1,400,000
CAREF	Expanded Mandate	1,526,150
SENAREC	Expanded Mandate	50,000
COUNTRY NETWORK	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	42,000
	Sub-Total	8,777,000
Cape Verde		
CLKNET - CAPE VERDE	Expanded Mandate	300,000
STPC	Expanded Mandate	1,000,000
CRC - Cape Verde	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	6,000
	Sub-Total	1,356,000
Central African Republic		
PRCS-RCA	Expanded Mandate	1,400,000

Projects & Programs	Phase	GRANT approved US\$
SENAREC	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	85,000
	Sub-Total	1,535,000
Chad		
PARCOSIT	Expanded Mandate	936,380
PROFESS	Expanded Mandate	1,157,090
SENAREC	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	50,000
	Sub-Total	2,193,470
Congo		
PARFIT	Expanded Mandate	2,000,000
RECADIP	Expanded Mandate	1,500,000
RESPEC	Expanded Mandate	1,517,510
NFP	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	100,000
	Sub-Total	5,167,510
Cote d'Ivoire		
CIRES-CAPEC	Phase I	1,750,000
CIRES - CAPEC II	Expanded Mandate	1,754,000
CIRES - CAPEC III	Expanded Mandate	1,700,000
SNRC	Expanded Mandate	50,000
	Sub-Total	5,254,000
Djibouti		
CCDB	Expanded Mandate	1,091,310
CCDB II	Expanded Mandate	675,000
IGE	Expanded Mandate	998,985

Projects & Programs	Phase	GRANT approved US\$
PADCL	Expanded Mandate	700,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	68,000
	Sub-Total	3,533,295
DRC		
CASPOF	Expanded Mandate	1,489,090
MACROFOR	Expanded Mandate	1,598,164
MACROFOR II	Expanded Mandate	2,000,000
SENAREC	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	171,300
	Sub-Total	5,308,554
Eritrea		
EPAM	Expanded Mandate	900,000
	Sub-Total	900,000
Ethiopia		
EMPAC	Phase I	1,410,000
EDRI	Expanded Mandate	1,500,000
EDRI II	Expanded Mandate	1,400,000
EEA	Expanded Mandate	1,030,000
EEPRI	Expanded Mandate	800,000
	Sub-Total	6,140,000
Gabon		
CENAF	Expanded Mandate	1,305,933
PRECAGEF	Expanded Mandate	1,422,850
PRICIEGA	Expanded Mandate	3,250,000
SENAREC	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	136,667
	Sub-Total	6,165,450

Annex A.1. Grant Commitments to Projects and Programs by country (1991 - 2009)

Projects & Programs	Phase	GRANT approved US\$
Gambia		
GICAP	Expanded Mandate	850,000
TANGO	Expanded Mandate	1,000,000
	Sub-Total	1,850,000
Ghana		
CEPA	Phase I	3,500,000
CEPA II	Expanded Mandate	1,700,000
CEPA III	Expanded Mandate	1,500,000
IDEG	Expanded Mandate	1,500,000
IDEG II	Expanded Mandate	1,700,000
EGN	Expanded Mandate	300,000
EGN II	Expanded Mandate	500,000
	Sub-Total	10,700,000
Guinea		
CNPG-CEPEC	Phase I	1,600,000
CNPG-CEPECII	Phase II	1,500,000
SENAREC	Expanded Mandate	51,200
	Sub-Total	3,151,200
Guinea Bissau		
PNRC - CAF	Expanded Mandate	1,300,000
PNRC - CAF II	Expanded Mandate	1,000,000
SENAREC	Expanded Mandate	50,000
	Sub-Total	2,350,000
Kenya		
IPAR	Phase I	2,525,000
KIPPRA	Phase I	1,630,000
KNET - KENYA	Expanded Mandate	297,000
IPAR II	Expanded Mandate	1,500,000

Projects & Programs	Phase	GRANT approved US\$
IPAR III	Expanded Mandate	1,200,000
IPAR IV	Expanded Mandate	1,400,000
KIPPRA II	Expanded Mandate	1,700,000
NGO - COUNCIL	Expanded Mandate	850,000
PSCGT	Expanded Mandate	1,000,000
PSCGT II	Expanded Mandate	900,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	50,000
	Sub-Total	13,052,000
Lesotho		
LCN	Expanded Mandate	1,200,000
LMMP	Expanded Mandate	1,396,000
NFP	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	38,000
	Sub-Total	2,684,000
Liberia		
LIMPAC	Phase II	1,800,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	149,560
	Sub-Total	1,949,560
Madagascar		
CREAM	Phase II	1,721,270
CREAM II	Expanded Mandate	2,000,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	46,763
	Sub-Total	3,768,033
Malawi		
MAKNET	Expanded Mandate	300,000
MDMPAR	Expanded Mandate	1,500,000
NATSTA	Expanded Mandate	1,200,000
NEC	Expanded Mandate	1,500,000

Projects & Programs	Phase	GRANT approved US\$
NFP	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	88,973
	Sub-Total	4,638,973
Mali		
CAFPD	Phase I	1,600,000
CERCAP	Expanded Mandate	2,000,000
PRIESP	Expanded Mandate	723,330
PRIME - MALI	Expanded Mandate	1,000,650
RECOFEM	Expanded Mandate	1,000,000
RECOFEM II	Expanded Mandate	1,500,000
CNRC	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	234,000
	Sub-Total	8,107,980
Mauritania		
PNRC - CMAP	Expanded Mandate	1,200,000
PNRC - CMAP II	Expanded Mandate	1,450,000
PFRC	Expanded Mandate	50,000
	Sub-Total	2,700,000
Mozambique		
PRIME - MOZAMBIQUE	Expanded Mandate	1,000,965
CTA - MOZAMBIQUE	Expanded Mandate	1,500,000
	Sub-Total	2,500,965
Namibia		
NEPRU	Phase I	2,400,000
NEPRU II	Expanded Mandate	2,000,000
NEPRU III	Expanded Mandate	1,300,000
NPMSP	Expanded Mandate	1,580,096
UNAM MPPA	Expanded Mandate	850,000

Projects & Programs	Phase	GRANT approved US\$
NFP	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	10,000
	Sub-Total	8,190,096
Niger		
CAPED	Expanded Mandate	1,500,000
CAPED II	Expanded Mandate	1,600,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	145,000
	Sub-Total	3,245,000
Nigeria		
DPC	Phase I	2,845,965
NCEMA I	Phase I	990,000
NCEMA II	Phase II	997,940
DPC II	Expanded Mandate	1,442,210
NCEMA III	Expanded Mandate	700,000
NEN	Expanded Mandate	300,000
PARP	Expanded Mandate	2,000,000
PARP II	Expanded Mandate	2,000,000
NFP	Expanded Mandate	50,000
	Sub-Total	11,326,115
Regional		
AERC-CMAP I	Phase I	5,000,000
BCEAO/BEAC	Phase I	1,050,000
CERDI-AUREDI	Phase I	2,364,000
ESAIDARM	Phase I	2,000,000
McGILL	Phase I	2,136,000
MEFMI	Phase I	2,900,000
OAU/EDECO/PASU	Phase I	3,000,000
PTCI	Phase I	5,000,000
AERC-CMAP II	Phase II	3,000,000

Annex A.1. Grant Commitments to Projects and Programs by country (1991-2009)

Projects & Programs	Phase	GRANT approved US\$	Projects & Programs	Phase	GRANT approved US\$
BEAC/BCEAO (debt) I	Phase II	1,650,000	ECOWAS	Expanded Mandate	2,000,000
EPM I - CAMEROON	Phase II	2,000,000	ECOWSTAT	Expanded Mandate	1,500,000
EPM I - COTE D'IVOIRE	Phase II	2,000,000	EPAU	Expanded Mandate	1,912,000
EPM I - GHANA	Phase II	2,000,000	EPM II - CAMEROON	Expanded Mandate	2,000,000
EPM I - UGANDA	Phase II	2,000,000	EPM III - CAMEROON	Expanded Mandate	2,500,000
AAU	Expanded Mandate	2,800,000	EPM II - COTE D'IVOIRE	Expanded Mandate	2,000,000
ABR	Expanded Mandate	750,000	EPM III - COTE D'IVOIRE	Expanded Mandate	2,500,000
AERC-CCP	Expanded Mandate	2,000,000	EPM - DRC	Expanded Mandate	2,500,000
AERC-CCP II	Expanded Mandate	3,500,000	EPM II - GHANA	Expanded Mandate	2,000,000
AERC-CMAP III	Expanded Mandate	3,000,000	EPM III - GHANA	Expanded Mandate	2,500,000
AERC-CMAP IV	Expanded Mandate	3,000,000	EPM - MOZAMBIQUE	Expanded Mandate	2,200,000
AFAO	Expanded Mandate	1,700,000	EPM II - UGANDA	Expanded Mandate	2,000,000
AFI	Expanded Mandate	800,000	EPM III - UGANDA	Expanded Mandate	2,500,000
ARRF	Expanded Mandate	2,500,000	EPM - ZAMBIA	Expanded Mandate	2,000,000
AU	Expanded Mandate	5,000,000	ICP	Expanded Mandate	1,000,000
AWDF	Expanded Mandate	1,000,000	IEF	Expanded Mandate	3,000,000
BCEAO/BEAC DEBT II	Expanded Mandate	1,500,000	LMIS - AFRISTAT	Expanded Mandate	1,500,000
BCEAO/BEAC MACRO II	Expanded Mandate	1,738,857	LMIS - AFRISTAT II	Expanded Mandate	1,500,000
BCEAO/BEAC MACRO III	Expanded Mandate	1,100,000	MBFM	Expanded Mandate	1,500,000
CAFRAD	Expanded Mandate	700,000	MEFMI II	Expanded Mandate	2,500,000
CEMAC	Expanded Mandate	1,000,000	MEFMI III	Expanded Mandate	2,000,000
CEMAC II	Expanded Mandate	1,800,000	MRUTP	Expanded Mandate	2,000,000
CESAG	Expanded Mandate	1,500,000	NEPAD	Expanded Mandate	2,000,000
CESAG II	Expanded Mandate	1,500,000	NPTCI	Expanded Mandate	8,000,000
CIFAL - BURKINA FASO	Expanded Mandate	993,700	OAU-PASU II	Expanded Mandate	3,000,000
CIFAL - SOUTH AFRICA	Expanded Mandate	1,006,300	PALOP	Expanded Mandate	2,000,000
CI - ROAF	Expanded Mandate	1,000,000	PAP	Expanded Mandate	2,000,000
CMAAE	Expanded Mandate	2,200,000	PEARL	Expanded Mandate	800,000
CODESRIA - CP	Expanded Mandate	1,100,000	PREGESCO	Expanded Mandate	1,800,000
COMESA	Expanded Mandate	1,500,000	PRIECA /AO	Expanded Mandate	1,431,594
EACB - EAST AFRICA	Expanded Mandate	1,800,000	PRIECA /AO II	Expanded Mandate	2,200,000
EALA	Expanded Mandate	1,500,000	PSMTP - AU	Expanded Mandate	3,000,000

Projects & Programs	Phase	GRANT approved US\$
PSMTP - ENA DKR	Expanded Mandate	3,000,000
PSMTP - ENA LBV	Expanded Mandate	3,000,000
PSMTP - GIMPA	Expanded Mandate	3,000,000
PTCI II	Expanded Mandate	4,000,000
RECAC - ECCAS	Expanded Mandate	1,500,000
RENFOR	Expanded Mandate	2,000,000
SADC - PF	Expanded Mandate	2,600,000
SARIPS	Expanded Mandate	1,500,000
WAEMU	Expanded Mandate	2,000,000
WAIFEM	Expanded Mandate	2,519,000
WAIFEM II	Expanded Mandate	2,300,000
WAJA	Expanded Mandate	1,500,000
WUA	Expanded Mandate	2,500,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	1,984,173
Sub-Total		188,835,624
Rwanda		
NCBP(PFMR)	Expanded Mandate	3,000,000
RCBP	Expanded Mandate	4,000,000
RPSCBP	Expanded Mandate	1,700,000
HRDA	Expanded Mandate	50,000
COUNTRY NETWORK	Expanded Mandate	44,000
Sub-Total		8,794,000
Sao Tome		
PRECASP	Expanded Mandate	1,100,000
PRECASP II	Expanded Mandate	1,000,000
SENAREC	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	46,947
Sub-Total		2,196,947

Projects & Programs	Phase	GRANT approved US\$
Senegal		
UPE	Phase I	1,912,200
CEPOD	Expanded Mandate	1,800,000
CEPOD II	Expanded Mandate	1,500,000
PRECAREF	Expanded Mandate	1,800,000
RESAPOD	Expanded Mandate	300,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	50,000
Sub-Total		7,362,200
Sierra Leone		
PRIME - SIERRA LEONE	Expanded Mandate	1,000,440
CBFP – SIERRA LEONE	Expanded Mandate	2,000,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	37,500
Sub-Total		3,037,940
South Africa		
AIPA I	Phase I	150,000
AIPA	Phase I	1,001,730
NIEP	Phase II	2,000,000
PCP (PSU)	Expanded Mandate	1,859,100
SANGOCO	Expanded Mandate	1,200,000
Sub-Total		6,210,830
Sudan		
SAFEWINDS & SEED GRANTS	Expanded Mandate	50,000
Sub-Total		50,000
Swaziland		
AMICAAL	Expanded Mandate	1,060,000
AMICAAL II	Expanded Mandate	1,000,000
CANGO	Expanded Mandate	1,000,000
SEPARC	Expanded Mandate	1,800,000

Annex A.1. Grant Commitments to Projects and Programs by country (1991-2009)

Projects & Programs	Phase	GRANT approved US\$	Projects & Programs	Phase	GRANT approved US\$
NFP	Expanded Mandate	50,000			
	Sub-Total	4,910,000			
Tanzania			Zambia		
ESRF	Phase I	1,700,000	DMPA	Phase I	1,785,000
ESRF II	Phase II	2,000,000	CBPZPS	Expanded Mandate	1,700,000
ESRF III	Expanded Mandate	1,500,000	NGOCC	Expanded Mandate	1,384,980
PRSP (CSD)	Expanded Mandate	1,335,903	NGOCC II	Expanded Mandate	1,204,000
SZSS	Expanded Mandate	1,200,000	ZIPAR	Expanded Mandate	1,500,000
TANZANET	Expanded Mandate	500,000	NFP	Expanded Mandate	50,000
NFP	Expanded Mandate	50,000	COUNTRY NETWORK	Expanded Mandate	50,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	75,000	SAFEWINDS & SEED GRANTS	Expanded Mandate	21,000
	Sub-Total	8,360,903		Sub-Total	7,694,980
Togo			Zimbabwe		
NFP	Expanded Mandate	50,000	PDTPE	Phase I	2,000,000
CADERT	Expanded Mandate	2,000,000	CSO	Expanded Mandate	1,600,000
SAFEWINDS & SEED GRANTS	Expanded Mandate	45,000	NECF	Expanded Mandate	2,000,000
	Sub-Total	2,095,000	ZEPARU	Expanded Mandate	1,500,000
Uganda			ZEPARU II	Expanded Mandate	2,000,000
EPRC	Phase I	1,500,000	ZWRNC	Expanded Mandate	1,000,000
EPRC II	Phase II	2,000,000	SAFEWINDS & SEED GRANTS	Expanded Mandate	377,642
EPRC III	Expanded Mandate	1,802,891		Sub-Total	10,477,642
EPRC IV	Expanded Mandate	1,600,000			
UCCB	Expanded Mandate	4,500,000			
NFP	Expanded Mandate	50,000			
COUNTRY NETWORK	Expanded Mandate	50,000			
SAFEWINDS & SEED GRANTS	Expanded Mandate	100,000			
	Sub-Total	11,602,891			
			Consolidated Grant Commitments		427,220,374

Annex A.2: Financing Status of ACBF Projects as at 31 December 2009

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2009	Financing Deficit/(Surplus) 2008
	1	2	3	4	5	6
AAU	4,089,400	2,800,000	-	-	1,289,400	1,289,400
ABR	7,078,540	750,000	4,328,000	-	2,000,540	2,000,540
AERC-CMAP I	15,583,700	5,000,000	-	10,583,700	-	-
AERC-CMAP II	12,267,124	3,000,000	-	9,267,124	-	-
AERC-CMAP III	12,998,991	3,000,000	-	10,200,000	(201,009)	(201,009)
AERC-CMAP IV	12,760,481	3,000,000	-	8,395,726	1,364,755	1,364,755
AERC- PhD	9,231,882	2,000,000	-	7,054,686	177,196	177,196
AERC- PhD II	12,449,443	3,500,000	-	8,029,274	920,169	920,169
AFAO	2,772,987	1,700,000	154,447	-	918,540	918,540
AFI	9,699,000	800,000	-	-	8,899,000	8,899,000
AIPA I	150,000	150,000	-	-	-	-
AIPA II*	7,573,000	1,001,730	-	-	6,571,270	6,571,270
AMICAAL I	4,318,250	1,060,000	843,000	510,000	1,905,250	1,905,250
AMICAAL II	7,232,000	1,000,000	6,232,000	-	-	-
ARRF	4,206,870	2,500,000	50,000	750,000	906,870	906,870
AU	5,000,000	5,000,000	-	-	-	-
AWDF	2,500,000	1,000,000	250,000	900,000	350,000	350,000
BCEAO/BEAC (macro) I	3,570,000	1,050,000	1,612,000	908,000	-	-
BCEAO/BEAC (macro) II	4,347,142	1,738,857	-	2,608,285	-	-
BCEAO/BEAC (macro) III	5,540,000	1,100,000	2,487,864	238,530	1,713,606	2,778,000
BEAC/BCEAO (debt) I	5,468,908	1,650,000	1,100,000	2,718,908	-	-
BEAC/BCEAO (debt) II	9,242,400	1,500,000	3,089,602	4,679,029	(26,231)	(26,231)
BCCBP (BCPEG)	9,594,800	4,500,000	585,000	4,509,800	-	-
BIDPA I	10,000,000	3,000,000	3,000,000	4,000,000	-	-
BIDPA II	10,670,389	1,500,000	9,170,389	-	-	-
BIDPA III	13,328,000	1,700,000	10,264,000	1,364,000	-	-
BOCONGO	4,722,000	1,150,000	1,251,000	941,472	1,379,528	1,379,528
CADERT	2,592,400	2,000,000	400,000	-	192,400	-
CAFPD	2,880,000	1,600,000	534,500	-	745,500	745,500
CAFRAD	909,400	700,000	209,400	-	-	-
CAMERCAP I	2,173,850	1,708,850	465,000	-	-	-

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2009	Financing Deficit/(Surplus) 2008
	1	2	3	4	5	6
CAMERCAP II	1,846,620	1,400,000	446,620	-	-	-
CANGO	2,082,000	1,000,000	400,000	-	682,000	682,000
CAPAN	2,860,463	1,600,000	150,000	127,650	982,813	982,813
CAPAN II	3,201,555	1,500,000	300,000	1,401,555	-	201,555
CAPE	2,619,760	1,500,000	259,980	195,600	664,180	664,180
CAPOD	2,200,000	1,200,000	500,000	-	500,000	500,000
CAPED I	2,950,605	1,500,000	362,005	126,828	961,772	961,772
CAPED II	2,921,800	1,600,000	600,000	139,000	582,800	582,800
CAPES I	3,215,256	1,600,000	321,526	1,293,730	-	-
CAPES II	3,749,900	1,700,000	900,000	-	1,149,900	1,149,900
CAREF	1,862,532	1,526,150	336,382	-	-	-
CASC	24,596,450	4,000,000	-	20,596,450	-	-
CASPOF	1,804,215	1,489,090	227,925	-	87,200	87,200
CCDB I	1,091,310	1,091,310	-	-	-	-
CCDB II	675,000	675,000	-	-	-	-
CENAF	1,550,591	1,305,933	120,000	-	124,658	124,658
CEPA I	6,068,000	3,500,000	-	2,568,000	-	-
CEPA II	4,756,000	1,700,000	1,000,000	2,056,000	-	-
CEPA III	3,883,000	1,500,000	1,000,000	700,000	683,000	683,000
CEPOD I	4,198,562	1,800,000	650,000	1,748,562	-	-
CEPOD II	3,693,530	1,500,000	1,000,000	1,193,530	-	-
CERCAP	4,040,726	2,000,000	1,000,000	-	1,040,726	1,040,726
CERDI-AUREDI	6,867,000	2,364,000	-	1,539,000	2,964,000	2,964,000
CESAG I	3,379,500	1,500,000	391,304	469,304	1,018,892	1,018,892
CESAG II	3,332,985	1,500,000	1,832,985	-	-	-
	314,398,317	104,210,920	57,824,929	111,813,743	40,548,725	41,622,274
*Cancelled in July 1996						
CI - ROAF	4,000,000	1,000,000	-	3,000,000	-	-
CIAD	1,901,025	1,000,000	170,000	-	731,025	731,025
CIFAL DURBAN	1,089,100	1,006,300	-	-	82,800	82,800

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2009	Financing Deficit/(Surplus) 2008
	1	2	3	4	5	6
CIFAL OUAGADOUGOU	1,094,238	993,700	-	-	100,538	100,538
CIRES-CAPEC I	1,750,000	1,750,000	-	-	-	-
CIRES - CAPEC II	2,192,500	1,754,000	438,500	-	-	-
CIRES - CAPEC III	3,338,895	1,700,000	1,000,000	-	638,895	638,895
CMAAE	8,997,803	2,200,000	1,263,600	3,100,000	2,434,203	2,434,203
CNPG-CEPEC	2,196,594	1,600,000	596,594	-	-	-
CNPG-CEPEC II	2,440,658	1,500,000	260,000	500,000	180,658	180,658
CODESRIA - CP	3,046,595	1,100,000	-	1,946,595	-	-
COMESA	1,616,000	1,500,000	116,000	-	-	-
CREAM I	2,371,270	1,721,270	200,000	450,000	-	-
CREAM II	3,162,189	2,000,000	850,000	-	312,189	312,189
CTA	5,800,000	1,500,000	4,300,000	-	-	-
DMPA	3,951,000	1,785,000	1,270,989	990,000	(94,989)	(94,989)
DPC I	4,335,000	2,845,965	1,000,000	489,035	-	-
DPC II	3,599,415	1,442,210	755,072	1,402,183	(50)	(50)
EABC	3,600,000	1,800,000	1,148,000	426,685	225,315	-
EALA	2,662,934	1,500,000	-	-	1,162,934	1,162,934
ECOWAS	3,800,000	2,000,000	640,000	1,676,596	(516,596)	(516,596)
ECOWAS (ESCAP)	2,888,550	1,500,000	1,388,550	-	-	-
EDRI I	3,244,000	1,500,000	1,244,000	500,000	-	-
EDRI II	4,100,000	1,400,000	1,200,000	1,500,000	-	-
EEA I	1,894,709	1,030,000	864,709	480,000	(480,000)	(480,000)
EEA II	3,133,686	800,000	382,033	1,951,653	-	-
EGN I	349,700	300,000	-	-	49,700	49,700
EGN II	740,000	500,000	240,000	-	-	-
EMPAC	2,350,000	1,410,000	258,500	681,500	-	-
EPAM	4,073,407	900,000	633,752	2,539,655	-	-
EPAU	3,500,000	1,912,000	588,000	-	1,000,000	1,000,000
EPM (Cameroon) I	3,009,705	2,000,000	-	1,100,000	(90,295)	(90,295)
EPM (Cameroon) II	2,951,648	2,000,000	-	560,000	391,648	391,648
EPM (Cameroon) III	2,920,000	2,500,000	-	420,000	-	-

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2009	Financing Deficit/(Surplus) 2008
	1	2	3	4	5	6
EPM (Coted'Ivoire) I	2,990,836	2,000,000	-	970,000	20,836	20,836
EPM (Coted'Ivoire) II	2,977,527	2,000,000	-	560,000	417,527	417,527
EPM (Coted'Ivoire) III	2,926,908	2,500,000	-	426,908	-	-
EPM (Congo DRC)	3,112,430	2,500,000	192,430	420,000	-	-
EPM (Ghana) I	3,278,794	2,000,000	-	1,379,000	(100,206)	(100,206)
EPM (Ghana) II	2,959,400	2,000,000	-	560,000	399,400	399,400
EPM (Ghana) III	2,926,908	2,500,000	-	426,908	-	-
EPM (Mozambique)	2,787,500	2,200,000	-	420,000	167,500	167,500
EPM (Uganda) I	3,161,640	2,000,000	-	1,161,000	640	640
EPM (Uganda) II	2,959,400	2,000,000	-	560,000	399,400	399,400
EPM (Uganda) III	2,926,908	2,500,000	-	426,908	-	-
EPM (Zambia)	2,420,000	2,000,000	-	420,000	-	-
EPRC I	1,821,537	1,500,000	491,290	-	(169,753)	(169,753)
EPRC II	4,690,798	2,000,000	1,220,573	1,439,459	30,766	30,766
EPRC III	5,595,694	1,802,891	2,045,295	1,162,890	584,618	584,618
EPRC IV	6,200,000	1,600,000	4,600,000	-	-	-
ESAIDARM	8,000,000	2,000,000	2,074,435	3,925,565	-	-
ESRF I	4,208,000	1,700,000	695,401	-	1,812,599	1,812,599
ESRF II	5,400,000	2,000,000	1,920,000	480,000	1,000,000	1,000,000
ESRF III	5,080,000	1,500,000	1,050,000	2,530,000	-	-
GICAP	897,900	850,000	47,900	-	-	-
ICP	11,000,000	1,000,000	-	-	10,000,000	10,000,000
IDEC I	2,861,280	2,000,000	82,650	-	778,630	778,630
IDEC II	3,662,800	2,000,000	362,800	1,300,000	-	-
IDEC III	3,238,800	2,000,000	548,800	-	690,000	690,000
	514,583,998	203,814,256	93,964,802	154,096,283	62,708,657	63,556,891
IDEG I	2,548,959	1,500,000	390,000	360,000	298,959	298,959
IDEG II	3,890,000	1,700,000	-	1,339,000	851,000	851,000
IEF	13,725,212	3,000,000	-	10,725,212	-	-
IGE	1,342,984	998,985	200,000	143,999	-	-

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2009	Financing Deficit/(Surplus) 2008
	1	2	3	4	5	6
IPAR	5,033,000	2,525,000	-	2,508,600	(600)	(600)
IPAR II	4,000,000	1,500,000	-	1,787,130	712,870	712,870
IPAR III	3,916,000	1,200,000	916,000	1,000,000	800,000	800,000
IPAR IV	6,114,423	1,400,000	2,000,388	2,714,035	-	-
KENYA CLKNET	297,000	297,000	-	-	-	-
KIPPRA	5,312,000	1,630,000	1,182,000	2,500,000	-	-
KIPPRA II	15,677,000	1,700,000	-	-	13,977,000	13,977,000
LCN	1,787,200	1,200,000	-	-	587,200	587,200
LIMPAC	2,396,079	1,800,000	-	-	596,079	596,079
LMIS - ILO (AFRISTAT)	2,364,215	1,500,000	457,113	455,660	(48,558)	(48,558)
LMIS II - ILO (AFRISTAT)	3,855,285	1,500,000	-	1,549,035	806,250	806,250
LMMP	1,550,000	1,396,000	-	-	154,000	154,000
MACROFOR I	1,598,164	1,598,164	-	-	-	-
MACROFOR II	2,341,269	2,000,000	300,000	-	41,269	41,269
MAKNET	330,000	300,000	30,000	-	-	-
MBFM - KSMS	1,794,720	1,500,000	294,720	-	-	-
McGILL	7,936,000	2,136,000	886,000	4,914,000	-	-
MDMPAR	5,000,000	1,500,000	1,000,000	-	2,500,000	2,500,000
MEFMI I	25,000,000	2,900,000	-	22,100,000	-	-
MEFMI II	18,343,132	2,500,000	11,556,000	10,055,000	(5,767,868)	(5,767,868)
MEFMI III	28,325,000	2,000,000	14,625,000	-	11,700,000	11,700,000
MRUTP	2,380,000	2,000,000	380,000	-	-	-
NATSTA - MSSP	2,746,000	1,200,000	646,000	500,000	400,000	400,000
NCBP(PFMR)	7,106,100	3,000,000	-	-	4,106,100	4,106,100
NCEMA I	989,879	990,000	-	-	(121)	(121)
NCEMA II	2,102,070	997,940	817,002	287,128	-	-
NCEMA III	2,408,740	700,000	1,708,740	-	-	-
NEC	3,000,000	1,500,000	350,000	1,150,000	-	-
NECF	6,697,845	2,000,000	3,033,000	800,000	864,845	864,845
NEN	700,000	300,000	400,000	-	-	-
NEPAD	49,209,000	2,000,000	43,309,000	-	3,900,000	3,900,000

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2009	Financing Deficit/(Surplus) 2008
	1	2	3	4	5	6
NEPAM - CAPE VERDE	614,145	300,000	114,145	200,000	-	-
NEPRU I	3,665,000	2,400,000	1,265,000	-	-	-
NEPRU II	5,602,880	2,000,000	2,610,304	992,576	-	-
NEPRU III	6,246,281	1,300,000	4,946,281	-	-	-
NGO - Council	1,996,342	850,000	-	1,299,143	(152,801)	(152,801)
NGOCC	1,384,980	1,384,980	-	-	-	-
NGOCC II	3,385,195	1,204,000	127,082	-	2,054,113	2,054,113
NIEP	5,565,044	2,000,000	1,817,869	1,747,175	-	-
NPMSP	2,059,000	1,580,096	478,904	-	-	-
NPTCI	11,750,500	8,000,000	-	3,750,500	-	-
OAU/EDECO/PASU I	3,000,000	3,000,000	-	-	-	-
OAU/EDECO/PASU II	7,709,074	3,000,000	4,709,074	1,716,000	(1,716,000)	(1,716,000)
PADCL	2,464,000	700,000	244,000	1,520,000	-	-
PALOP	8,299,016	2,000,000	1,578,389	3,643,400	1,077,227	1,077,227
PAP	9,019,600	2,000,000	-	7,019,600	-	-
PARCOSIT	1,040,422	936,380	104,042	-	-	-
PARECAP	3,097,308	2,000,000	-	-	1,097,308	1,097,308
PARFIT	5,939,624	2,000,000	133,205	3,800,000	6,419	6,419
Parliament of Sierra Leone	2,566,000	2,000,000	150,000	416,000	-	-
PARP	3,536,925	2,000,000	1,536,925	-	-	-
PARP II	12,000,000	2,000,000	10,000,000	-	-	-
PCP(PSU)	3,164,500	1,850,000	-	1,164,500	150,000	150,000
PDTPE	2,000,000	2,000,000	-	-	-	-
PNRC - CAF I	1,682,340	1,300,000	-	-	382,340	382,340
PNRC - CAF II	1,377,750	1,000,000	-	300,000	77,750	77,750
PNRN - CMAP I	1,845,360	1,200,000	207,960	50,000	387,400	387,400
PNRN - CMAP II	3,315,678	1,450,000	497,352	-	1,368,326	1,368,326
	870,728,238	311,238,801	208,966,297	246,603,976	103,919,164	104,767,398
PRCAPA (PACBP)	3,600,000	1,440,000	1,871,000	-	289,000	289,000
PRCS-RCA	2,942,721	1,400,000	134,820	1,407,901	-	-

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2009	Financing Deficit/(Surplus) 2008
	1	2	3	4	5	6
PRECAGEF	1,422,850	1,422,850	-	-	-	-
PRECAN	2,676,471	2,000,000	304,771	371,700	-	-
PRECAREF	5,187,578	1,800,000	680,000	1,800,000	907,578	907,578
PRECASP	1,100,000	1,100,000	-	-	-	-
PREGESCO	2,100,000	1,800,000	300,000	-	-	-
PRICIEGA	4,450,000	3,250,000	1,200,000	-	-	-
PRIECA/AO I	3,346,154	1,431,594	-	-	1,914,560	1,914,560
PRIECA/AO II	3,542,381	2,200,000	-	1,342,381	-	-
PRIESP	901,365	723,330	78,035	100,000	-	-
PRIME - BURUNDI	1,079,085	1,000,335	78,750	-	-	-
PRIME - MALI	1,360,275	1,000,650	359,625	-	-	-
PRIME - MOZAMBIQUE	1,093,365	1,000,965	92,400	-	-	-
PRIME - SIERRA LEONE	1,079,190	1,000,440	78,750	-	-	-
PROFESS	1,538,450	1,157,090	381,360	-	-	-
PRSP (CSD)	29,084,709	1,335,903	2,200,000	25,548,806	-	-
PSCGT	3,090,858	1,000,000	1,460,000	200,000	430,858	430,858
PSCGT II	4,209,860	900,000	1,475,000	374,860	1,460,000	1,460,000
PSMTP - AU	3,000,000	3,000,000	-	-	-	-
PSMTP - GIMPA	3,000,000	3,000,000	-	-	-	-
PSMTP - ENA DKR	3,000,000	3,000,000	-	-	-	-
PSMTP - ENA LBV	3,000,000	3,000,000	-	-	-	-
PTCI I	12,400,000	5,000,000	-	4,789,800	2,610,200	2,610,200
PTCI II	12,742,365	4,000,000	-	2,322,714	6,419,651	6,419,651
RE-CEMAC	1,851,542	1,000,000	851,542	-	-	-
RE-CEMAC II	2,000,000	1,800,000	200,000	-	-	-
RCBP	75,732,100	4,000,000	-	71,732,100	-	-
RECADIP	1,650,000	1,500,000	150,000	-	-	-
RECOFEM I	1,894,410	1,000,000	500,000	50,000	344,410	344,410
RECOFEM II	3,106,475	1,500,000	1,100,000	-	506,475	506,475
RENFOR	2,300,000	2,000,000	200,000	-	100,000	100,000
REPAC	2,375,100	1,500,000	310,000	-	565,100	565,100

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2009	Financing Deficit/(Surplus) 2008
	1	2	3	4	5	6
RESAPOD	1,003,842	300,000	400,000	-	303,842	303,842
RESPEC	1,863,310	1,517,510	345,800	-	-	-
RGC-B I	375,000	275,000	100,000	-	-	-
RGC-B II	688,490	500,000	188,490	-	-	-
RPSCBP	7,279,372	1,700,000	1,700,000	3,879,372	-	-
SADC - PF	3,631,293	2,600,000	318,835	887,323	(174,865)	(174,865)
SANGOCO	5,455,317	1,200,000	2,201,561	2,053,756	-	-
SARIPS	11,516,642	1,500,000	-	8,448,163	1,568,479	1,568,479
SEPARC	3,500,000	1,800,000	1,700,000	-	-	-
STPC	2,814,819	1,000,000	300,000	1,014,819	500,000	500,000
TANGO	1,307,700	1,000,000	122,100	60,000	125,600	125,600
TANZANET	816,020	500,000	316,020	-	-	-
UCCB	12,900,000	4,500,000	2,580,000	582,000	5,238,000	5,238,000
UJAO/WAJA	2,919,945	1,500,000	300,000	500,000	619,945	619,945
UNAM MPPA	1,986,700	850,000	1,136,700	-	-	-
UPE	2,961,000	1,912,200	194,400	854,400	-	-
WAEMU(UEMOA)	10,628,033	2,000,000	1,364,055	7,263,978	-	-
WAIFEM I	12,610,269	2,519,000	-	5,015,470	5,075,799	5,075,799
WAIFEM II	12,000,000	2,300,000	7,740,000	1,960,000	-	-
WUA	2,640,000	2,500,000	140,000	-	-	-
ZANSTAT (SZSS)	1,971,975	1,200,000	771,975	-	-	-
ZCSMBA (CBPZPS)	3,414,030	1,700,000	587,300	726,730	400,000	400,000
ZEPARU	5,500,000	1,500,000	4,000,000	-	-	-
ZEPARU II	3,000,000	2,000,000	300,000	-	700,000	-
ZIMSTAT (CSO)	2,700,000	1,600,000	900,000	-	200,000	200,000
ZIPAR	4,000,000	1,500,000	1,000,000	1,500,000	-	-
ZWRNC	1,867,638	1,000,000	270,873	-	596,765	596,765
NFP (26)	1,301,200	1,301,200	-	-	-	-
SAFEWIND AND Seed Grants	4,646,025	4,646,025	-	-	-	-
Special Projects	5,297,585	5,297,585	-	-	-	-
	1,205,181,747	427,220,478	251,950,459	391,390,249	134,620,561	134,768,795

Country/Organization	Pledge Currency	Equiv. US Dollars	Paid In	Remarks
AfDB		12.000		
Benin		0.500		
Botswana		0.700		
Burkina Faso		0.250		
Burundi		0.250		
Cameroon		0.750		
Canada	CAD18.000	17.094		
Central Afr. Rep.		0.250		
Chad		0.300		
Congo Brazz.		0.500	0.350	
Congo (DRC)		-		
Cote d'Ivoire		0.300		
Denmark	DKK 30.000	5.976	1.177	FY 2007 instalment
Djibouti		0.250		
Ethiopia		-		
E.U.		-		
Finland	EUR 1.800	2.669		
France		-		
Gabon		0.750		
Ghana		0.200		
Greece		1.000	0.600	FY 07- 09 instalments
Guinea Bissau		0.250		
IMF		-		
India		-		
Ireland		-		
Kenya		0.500		
Liberia		0.250		
Madagascar		0.250		
Malawi		0.250		
Mali		0.500		

Country/Organization	Pledge Currency	Equiv. US Dollars	Paid In	Remarks
Mauritania		0.250		
Netherlands		-		
Niger		0.250		
Nigeria		1.000	0.250	
Norway		NOK 40.000	7.012	
Rwanda		0.300		
Sao Tome		0.250		
Senegal		0.300		
Sierra Leone		0.250		
Sudan		-		
Swaziland		0.250		
Sweden	SEK30.000	4.290		SK 10.000 per year for 3 yrs
Tanzania		0.550	0.246	
Uganda		0.250		
United Kingdom	£4.000	6.572		
UNDP		-		
USA		-		
World Bank		150.000	56.000	
Zambia		0.250	0.250	
Zimbabwe		0.750		
Total	218.263	58.873	159.390	

Exchange Rates used for pledges:

5/12/2009= USD1=CD1.0593 Euro=1.4825 GBP= 1.6429 SEK=0.143

** Of the World Bank's pledge of US\$ 150 million US\$56 million has been disbursed

Although the table is denominated in United States dollars, pledges in national currencies are disbursed in those national currencies but expressed in United States Dollars at the exchange rates rulling on the date of receipt.

The pledge by Canada relates only to FY 2007. The figure for the remaining years will be announced subsequently.*Denmark confirmed its pledge by signing a bi-lateral agreement with ACBF and is ready to disburse the first instalment of Dkk 6 million.***Greece signed the MOU and pledged US\$1 million.***Mauritania undertook to pledge US\$ 250,000. Thus, the figure included in the table is indicative only.***Norway undertook to pledge at the same level as for SMTP I (NK 75 million). Thus the figure provided in the table is only indicative.***The pledge by the United Kingdom is for the entire SMTP II period.***The UNDP undertook to pledge US\$1 million.*



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

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