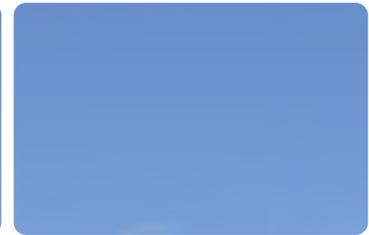




THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITES EN AFRIQUE

Benin
Botswana
Burkina Faso
Burundi
Cabo Verde
Cameroon
Central African Republic
Chad
Côte d'Ivoire
Congo (DRC)
Congo, REP
Djibouti
Ethiopia
Gabon
The Gambia
Ghana
Guinea Bissau
Guinea Conakry
Kenya
Liberia
Madagascar
Malawi
Mali
Mauritania
Mauritius
Namibia
Niger
Nigeria
Rwanda
Sao Tome and Principe
Senegal
Sierra Leone
Sudan
Swaziland
Tanzania
Togo
Uganda
Zambia
Zimbabwe



ANNUAL
REPORT
2013



Securing Africa's future through capacity development



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



AFRICAN CAPACITY BUILDING FOUNDATION (ACBF) AT A GLANCE

Date of Establishment
9 February 1991

Vision
To be the leading African institution in building sustainable capacity for good governance and economic transformation.

Mission
To build human and institutional capacity for sustainable growth and economic transformation in Africa

Membership

To date, the following international organisations and countries have honoured ACBF with their support:

Multilateral Partners



The World Bank



The African
Development Bank



The United Nations
Development Programme



The International
Monetary Fund

Bilateral Partners

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

African Partners (as at December 2013)

- | | | |
|---------------------------------|-------------------|---------------------------|
| 1. Benin | 14. Gabon | 27. Niger |
| 2. Botswana | 15. Gambia | 28. Nigeria |
| 3. Burkina Faso | 16. Ghana | 29. Rwanda |
| 4. Burundi | 17. Guinea | 30. São Tomé and Príncipe |
| 5. Cabo Verde | 18. Guinea-Bissau | 31. Senegal |
| 6. Cameroon | 19. Kenya | 32. Sierra Leone |
| 7. Central African Republic | 20. Liberia | 33. Sudan |
| 8. Chad | 21. Madagascar | 34. Swaziland |
| 9. Democratic Republic of Congo | 22. Malawi | 35. Tanzania |
| 10. Republic of Congo | 23. Mali | 36. Togo |
| 11. Côte d'Ivoire | 24. Mauritania | 37. Uganda |
| 12. Djibouti | 25. Mauritius | 38. Zambia |
| 13. Ethiopia | 26. Namibia | 39. Zimbabwe |

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LETTER OF TRANSMITTAL TO THE BOARD OF GOVERNORS

June 1, 2014

Dear Madam Chair:

In accordance with Article VII, Section 8 (e) of the Constitution of the African Capacity Building Foundation (ACBF), I have the honour of presenting to the ACBF Board of Governors the Annual Report of the ACBF Executive Board for the period 1 January 2013 through 31 December 2013. The audited financial statements for the period 1 January 2013 through 31 December 2013, together with the report of the external audit firm thereon, are presented in the annexes.

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



Paul Baloyi
Chair, ACBF Executive Board

Abbreviations and Acronyms

AACES	Australia Africa Community Engagement Scheme
ACI	Africa Capacity Index
ACIR	Africa Capacity Indicators Report
AfCOP	African Community of Practice
AfDB	African Development Bank
Afrik4R	Africa for Results Forum
AGO	African Governance Outlook
AGR	Africa Governance Report
ALSF	Africa Legal Support Facility
AMU	Arab Maghreb Union
AMV	Africa Mining Vision
APIF	African Policy Institutes Forum
APRM	African Peer Review Mechanism
ANSA	Affiliated Network for Social Responsibility Africa
ARC	Audit Risk Committee
ARRF	African Research and Resource Forum
AUC	African Union Commission
AU-CAP	African Union Capacity Building Program
BIDPA	Botswana Institute of Development Policy Analysis
CAADP	Comprehensive African Agricultural Development Program
CAMERCAP	Cameroon Policy Analysis and Research Centre
CEN-SAD	Community of Sahel Saharan States
CAPOD	Projet de Renforcement des Capacités en Conception et Analyse des Politiques de Développement
CAPES	Centre d'Analyse des Politiques Economique et Sociales
CDSF	Capacity Development Strategic Framework
CEPOD	Centre d'Etudes de Politiques pour le Développement
CESAG	Centre Africain d'Etudes Supérieures en Gestion
CMAP	Centre Mauritanien d'Analyse des Politiques
CMT	Core Management Team
CODESRIA	Council for the Development of Social Science Research in Africa
COMESA	Common Market for Eastern and Southern Africa
CORAF	Conseil ouest et centre africain pour la recherche et le développement agricoles
CRS	Consortium pour la Recherche Economique et Sociale
CRIA	Centre for Regional Integration in Africa
CSO	Civil Society Organisation
DFAT	Department of Foreign Affairs and Trade
CSD	Corporate Services Department
DRC	Democratic Republic of Congo
EAC	East African Community

ECCAS	Economic Community for Central African States
ECOWAS	Economic Community of West African States
EDRI	Ethiopian Development Research Institute
EITI	Extractive Industries Transparency Initiative
EEA	Ethiopian Economics Association
EPM	Economic Policy Management
EPRC	Economic Policy Research Centre
ESRF	Economic and Social Research Foundation
EWA	Empowering Women in Agriculture
EU	European Union
FAS	Femmes Africa Solidarite
FICAD	Financing Innovation in Capacity Development
GIMAC	Gender is My Agenda Campaign
GIMPA	Ghana Institute of Management and Public Administration
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GFID	Financial Governance and Transparency Strengthening
HESPI	Horn Economic and Social Policy Institute
HSGOC	Heads of State and Government Orientation Committee
ICT	Information and Communication Technology
IDEC	Institut de Développement Economique
IFPRI	International Food Policy Research Institute
IGAD	Intergovernmental Authority on Development
IGE	General Inspectorate
IMF	International Monetary Fund
IPAR	Institute of Policy Analysis and Research
KPCS	Kimberley Process Certification Scheme
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KM	Knowledge Management
KOSGEB	Turkish Directorate for Small Medium Enterprises
LensCD	Learning Network on Capacity Development
LIMPAC	Liberia Macroeconomic Policy Analysis Capacity Building Project
LCN	Lesotho Council of NGOs
M&E	Monitoring and Evaluation
MEFMI	Macroeconomic and Financial Management Institute of Eastern and Southern Africa
MfDR	Managing for Development Results
MINDS	Mandela Institute for Development Studies
MOU	Memorandum of Understanding
MSCBP	Multi-Sector Capacity Building Programme
MSCP	Projet de Réformes des Marchés Publics

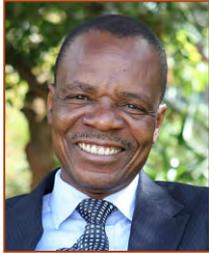
MTR	Mid-term Review
NEPAD	New Economic Programme for African Development
NGO	Non-Governmental Organisation
NILS	National Institute of Legislative Studies
NPTCI	Nouveau Programme Interuniversitaire de Troisième Cycle en Economie
PCF	Project Coordination Forum
PIC	Policy Institute Committee
PIN	Project Identification Note
PDO	Programme Development Objective
PFM	Public Financial Management
PRC	Project Review Committee
PRF	Project Review Forum
PRMP	Projet de Réformes des Marchés Publics
PSMTP	Public Sector Management Training Programme
PSNP	Productive Safety Net Programme
PWYP	Publish What you Pay
REC	Regional Economic Community
REDD+	Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
RMF	Results Management
RRI	Rapid Results Institute
SADC	Southern African Development Community
SADC PF	Southern African Development Community Parliamentary Forum
SEPARC	Swaziland Economic Policy Analysis and Research Centre
SME	Small and Medium Enterprises
SMTF	Strategic Medium Term Plan
SSG	Strategic Studies Group
TOC	Theory of Change
UEMOA	Union Economique et Monétaire Ouest Africaine
UMA	Arab Maghreb Union
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNPCDC	United Nations Procurement Capacity Development Centre
USAID	United States Agency for International Development
WUA	Women's University in Africa
Y4R	Youth for Results
ZCSMBA	Zambia Chamber of Small and Medium Business Associations
ZimCOP	Zimbabwe Community of Practice
ZEPARU	Zimbabwe Policy and Analysis Research Unit

ACBF BOARD OF GOVERNORS

Governor	Member	Alternate
Ngozi Okonjo Iweala (Chair)	Nigeria	
Jorma Suvanto (1st Vice Chair)	Finland	Petri Wanner
Amadou Ba	Senegal	Oumar Sylla
Makhtar Diop	World Bank	John Panzer
Mthuli Ncube	AfDB	Victor Murinde
Marcel A. de Souza	Benin	
Kelapile Ndobano	Botswana	
Lucien Marie Noël Bembamba	Burkina Faso	Clotilde Honorine Ky/Nikiema
Abdallah Tabu Manirakiza	Burundi	
Nganou Djoumessi Emmanuel	Cameroon	Yaouba Abdoulaye
Michael Brownell	Canada	
Karim Meckassoua	Central African Republic	
Issa Ali Taher	Chad	
Gilbert Ondongo	Congo (Brazzaville)	
Celestin Vunabandi Kanyamihigo	Congo (DRC)	Patrice Kitebi Kibol Mvul
Niale Kaba	Côte d'Ivoire	
Thomas Juel Thomsen	Denmark	Jytte Blatt Laursen
Iiyas Dawaleh	Djibouti	Hassan Issa Sultan
Sufian Ahmed	Ethiopia	
	France	Aline Fortin
Jorma Suvanto	Finland	Petri Wanner
Christiane Rose Ossoukah Raponda	Gabon	
Momodou Tangara	Gambia	
Seth Terkpe	Ghana	
Christos Salamanis	Greece	Ioannis Ferentinos
Abubacar Demba Dahaba	Guinea-Bissau	

Governor	Member	Alternate
Kerfalla Yansane	Guinea (Conakry)	
Antoinette Sayeh	IMF	J. Roberto Rosales
Jeitendra Kumar Tripathi	India	
Henry K. Rotich	Kenya	Anne Waiguru
Amarah M. Konneh	Liberia	
Pierrot Botozaza	Madagascar	
Tiena Coulibaly	Mali	Marimpa Samoura
Ken Lipenga	Malawi	
Sidi Ould Tah	Mauritania	
PraCharles Gaetan Xavier Luc Duval	Mauritius	
Tom Alweendo	Namibia	Nangula Mbako
Ouhoumoudou Mahamadou	Niger	
Claver Gatete	Rwanda	Agostinho Quaresma
dos Santos Afonso Fernandes	São Tomé and Príncipe	Americo de Oliveira dos Ramos
		Oumar Sylla
Amadou Kane	Senegal	
Foday B.L. Mansaray	Sierra Leone	
Al Mahmoud Abdul-Rasoul	Sudan	
Majozi Vincent Sithole	Swaziland	Prince Hlangusemphi
Anton Johnston (as of 15 August 2013)	Sweden	Lena Schildt
William Mgimwa	Tanzania	
Kokou Semondji	Togo	
Maria Kiwanuka	Uganda	Fred Omach
	UNDP	Babacar Cisse
Becky Erkul	USAID	
Alexander B. Chikwanda	Zambia	Mile Sampa
Patrick Anthony Chinamasa	Zimbabwe	Willard L. Manungo

ACBF EXECUTIVE BOARD



Paul Baloyi
(Chair)



Kithinji Kiragu
(Vice Chair)



Hugette Labelle



Shehu Abubakar Misau



Victor Murinde



Roger Victor
Mbassa Ndine



Alain Noudehou



Charlotte Osei
(nee Kesson-Smith)



Soumare Aminata
Sidibe



Mor Seck



Mrs. Gun-Britt
Andersson



Emmanuel Nnadozie

Independent Members of the Audit and Risk Committee



Kabir Ahmed



Eddie Ouko



Elias Pungong

MESSAGE FROM THE CHAIR OF THE BOARD OF GOVERNORS



Hon. Dr Ngozi Okonjo Iweala
Chair, ACBF Board of Governors

The year 2013 was an atypical one for African Capacity Building Foundation (ACBF) in many respects. The Foundation celebrated 22 years of shaping Africa's development agenda through its support of improved policymaking processes at a time when its own long term sustainability was challenged. A new way of doing business had to be adopted to balance steadily increasing demands from African countries for capacity building and a slow flow of resources due to delays in disbursements of pledges made by the Foundation's multilateral partners. For the first time, the Board of Governors (BoG) set up a permanent committee focused on resource mobilization. Operationalising this Committee remains one of the top priorities of the Foundation. Despite the challenges faced in 2013, including hard restructuring choices, I remain optimistic that 2014 will see us grow our capacity building initiatives in support of Africa's transformation drive.

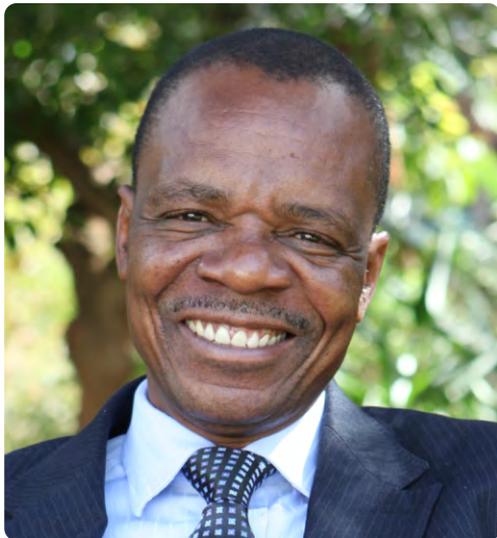
The African Union Agenda 2063 offers a tremendous opportunity for ACBF to continue to support the continent's capacity challenges and build necessary coalitions to address them. ACBF's network of highly rated think tanks have in many countries been instrumental in addressing critical policy issues, shaping policy discourse, and production of quality products and services. Rwanda's success with implementation of comprehensive and coordinated capacity building initiatives, which had a positive impact on the delivery and monitoring of the country's national development strategy, confirms the relevance of the work of ACBF. ACBF has been a strategic ally for the Government of Rwanda, facilitating the emergence of a country capacity building framework. Since 2000, the Foundation has invested almost USD 11 million towards Rwanda's capacity building initiatives.

Last year saw a change of leadership for ACBF. We bade farewell to Dr. Frannie Léautier and welcomed Prof. Emmanuel Nnadozie, who assumed duty as Executive Secretary on 1 December. A change of leadership is always an opportunity to build and reflect on past successes to shape the future of an organization. We have no doubt Prof. Nnadozie will provide great leadership to ensure that ACBF's work remains aligned to the continent's priorities of economic transformation through industrialization. The capacities that need to be developed to support this agenda include capacity for economic diversification planning; capacity to promote private sector development; capacity for domestic resource mobilization; capacity to eradicate illicit financial flows and capacity for the effective engagement of global groupings like the G20 countries.

I thank my fellow members of the Board of Governors for their steadfast trust in me as chair. I also want to note my appreciation for the Executive Board and the Secretariat for their hard work. 2014 will be a different year!

Ngozi Okonjo Iweala
Chair, ACBF Board of Governors

MESSAGE FROM THE EXECUTIVE BOARD CHAIR



Paul Cambo Baloyi
Chair, ACBF Executive Board

2013 marked the second year of implementation of the SMTP III 2012–2016. Serious financial challenges required us to dig deep within ourselves to squarely face and address issues of continued sustenance of the Foundation. I am proud to say that management and staff did an excellent job in maintaining stability of the organisation. In 2013, the Executive Board approved nine grants amounting to USD 10,546,800. As the SMTP III required us to work differently and creatively, we managed to leverage our 22 years of experience and the solid partnerships we have nurtured over time.

During the year in review, the Executive Board approved an amendment to cap ACBF's resource target for the third Strategic Medium Term Plan (SMTPIII) at USD 218 million, which is the base-case financing scenario. Financial sustainability was enhanced through aggressive and targeted resource mobilisation and effective implementation of existing Memorandum of Understandings (MOUs) with partners, including African Union (AU), United Nations Economic Commission for Africa (UNECA), Microsoft, and Rapid Results Institute (RRI). ACBF also focused on enhancing its image and visibility on the continent and abroad. The Foundation is also executing a contract with the Government of Australia, Department of Foreign Affairs and Trade (DFAT), to oversee the implementation of the Australia-Africa Community Engagement Scheme (AACES). We continue to seek partnerships with other organisations to advance capacity development and raise the profile of ACBF globally. In March, ACBF signed an MOU with Turkish Directorate of Small and Medium Sized Enterprises (KOSGEB) to improve the economic and commercial cooperation between Turkish and African enterprises and also contribute to the improvement of their competitive power in global markets.

The Executive Board and the Secretariat developed a new business line to fit within the available resources and deliver on the promises of ACBF. Of particular importance was the leveraging of resources, including skills transfer between older ACBF projects to the newer ones. Realising the different realities of every African nation, the business scope focused on regional development. A platform has been created for nations to learn from one another about capacity dimensions that have been successful or have learning curves. The establishment of regional offices in Kenya and Ghana was a milestone in efforts to leverage resources. We thank both governments for welcoming us in their countries. Meanwhile, discussions continue with the Ethiopian government to establish presence near the African Union, one of ACBF's biggest partners.

I have always maintained that the Foundation attracts a high caliber of professionals. On 1 December, we welcomed Prof. Emmanuel Nnadozie as our new Executive Secretary. He took over from Dr. Frannie Léautier, who had served the Foundation since July 2009. On behalf of the Foundation, I extend a thank you to Dr. Léautier for her leadership and welcome Prof. Nnadozie to our big family. We assure him of our full support as he takes over the helm.

I thank my fellow board members for their valuable and continued support, and the staff for their professionalism and commitment to the goals and vision of ACBF. Through your creativity and perseverance, capacity development remains on the continent's development agenda. I thank the Board of Governors Chair, Ngozi Okonjo-Iweala, and members of the Foundation's Board of Governors for their leadership. I am hopeful that in 2014 we will continue to rise to the challenges of a complex world and find resilience, innovation, and creativity in equal balance.



Paul Cambo Baloyi
Chair, ACBF Executive Board



MESSAGE FROM THE EXECUTIVE SECRETARY



Prof. Emmanuel Nnadozie
Executive Secretary, ACBF

This 2013 Annual Report gives me the opportunity to thank my predecessor, Dr Frannie Léautier, for leading the Foundation from 1 July 2009 to 30 November 2013, a period which saw ACBF achieve greater continental recognition and improved internal controls. During 2013, African member countries demonstrated steadily increasing ownership of ACBF by achieving an unprecedented level of paid contributions in a year. Their support was timely in light of the withholding of contributions pledged by multilateral partners. I thank the Executive Board for their confidence in me to carry forward the Foundation's vision and for making the commitments that proved decisive in unlocking approval for World Bank's contribution to SMTP III. Our work would not be possible without our partners. On 12 December 2013, ACBF signed a USD 65 million grant with the World Bank. Sweden announced a contribution of USD 10 million to SMTP III to be disbursed by the World Bank through the multi-donor trust fund. I look forward to working with ACBF's constituency as we consolidate and become the capacity building centre in Africa's development process.

Pursuing Strategic Grants Making in Support of National and Regional Capacity Building Initiatives

On the operations front, the Executive Board approved nine grants encompassing the three pillars of SMTP III. The opening of regional hubs in Nairobi, Kenya, in February and Accra, Ghana, in May is testimony to the Foundation's commitment to servicing the continent better and more efficiently. The Kenya office supports implementation of our contract with the Government of Australia, while the Ghana office serves our operations in West and Central Africa. ACBF made further progress towards relocating its headquarters to the premises acquired with the support of the Government of Zimbabwe. I take this opportunity to reiterate the ACBF family's sincere appreciation to the Governments of Zimbabwe, Ghana, and Kenya for their generosity and their show of political support towards addressing capacity development of the continent.

On the business front, ACBF revised its business plan to remain aligned with the strategic objectives of the SMTP III and available resources. The business plan is essentially about working smarter and leveraging our successes to better anticipate financial shocks and respond to them strategically. We have streamlined our portfolio and business processes and shifted our focus to shorter-duration grants. Currently the Foundation is working off a base-case scenario, allowing it to continue working towards its original objectives but with the ability to adjust focus areas and delivery mechanisms in line with available funding.

Supporting Knowledge and Learning

In 2013, ACBF published Capacity Development for Managing Natural Resources, the third publication in the Africa Capacity Indicators Report (ACIR) series. We were heartened by the positive response and discussion generated by our flagship publication. Another highlight was the Empowering Women in Agriculture (EWA) initiative. The Foundation took the lead in partnership with the Gender is My Agenda

Campaign (GIMAC) to conduct a study designed to map out the various initiatives in agriculture by or for women. The study, *A Mapping of Initiatives on Women in Agriculture by Different Stakeholders in Selected African Countries*, is due to be completed in 2014. Eight countries—Burkina Faso, Liberia, and Senegal in West and Central Africa and Ethiopia, Djibouti, Rwanda, Tanzania, and Malawi in East and Southern Africa—were selected for the pilot study. The EWA initiative is expected to contribute to the implementation and coordination of NEPAD's Comprehensive Africa Agriculture Development Programme (CAADP), focusing on and monitoring actions that will benefit women in agriculture.

Building and Strengthening Partnerships

We continued our partnership with AfDB on the Survey of Regional Economic Communities (REC) due to be published in 2014. With the establishment of a multi-agency platform comprising the African Union Commission, NEPAD, UNECA, and UNDP with ACBF as the implementation agency, a team of experts was assigned to undertake the latest survey and develop a capacity building master plan for RECs. As of December, six regional economic communities were surveyed: Arab Maghreb Union (UMA), Economic Community of West African States (ECOWAS), Common Market for Eastern and Southern Africa (COMESA), Economic Community of Central African States (ECCAS), East African Community (EAC), and the Southern African Development Community (SADC). ACBF continued with its outreach activities to develop and maintain partnerships. We completed another year of our partnership with the Australian Government under the AACES—a partnership comprising the Government of Australia and 10 Australian non-governmental organisations (NGOs) and their African-based partners, including NGOs, government counterparts, and local communities.

Moving Forward

Despite undeniable achievements in 22 years of operations, ACBF remains vulnerable to global financial shocks and changing donor priorities. Securing its funding base remains one of the biggest challenges, and the Foundation continues to devise innovative ways of expanding the resource base. To support this drive, I will place a lot of emphasis on the Foundation's communication as a priority for improved engagement with our stakeholders. We must better communicate our successes to reassure our partners that ACBF delivers value for money. The Secretariat will continue to support the work of the Resource Mobilisation Committee of the Board of Governors, which was established at the 22nd Annual Meeting in June in Libreville, Gabon. The creation of this Committee demonstrates the growing commitment at all levels of ACBF's governance—Board of Governors, Executive Board, and Secretariat—to addressing the financing challenges.

2014 will be a year of deepening the reforms undertaken since 2012 to make ACBF more efficient and focused. Thank you to the Board of Governors and the Executive Board for your leadership and support, and to the staff for your hard work. I look forward to 2014 as a year of achieving results.



Prof. Emmanuel Nnadozie
Executive Secretary, ACBF

MEASURING IMPACT AND FOCUSING ON RESULTS



1: 2013 HIGHLIGHTS—OUR YEAR IN PERSPECTIVE

The Foundation achieved a number of critical milestones and outcomes in line with objectives defined in the 2013 Business Implementation Plan. After a review of the funding scenario for 2013, the plan was adjusted to be aligned with the SMTP III Programme Development Objective (PDO) at the base-case scenario. The portfolio was focused on fewer and shorter-duration grants, with streamlined processes for greater cost-effectiveness. The Foundation also explored new approaches to programme development and delivery, in line with recent emphasis on results and development impact, while putting greater emphasis on the synergies between its operations and the knowledge management departments. The portfolio's performance was strengthened through the development of country needs assessments and programmes in collaboration with country-based policy think tanks; careful selection of projects and programmes to be supported within the limited project commitment authority; and termination of non-performing grants. Vigorous and innovative methods were applied to improve the resource envelope needed to implement SMTP III and diversify ACBF's resource base for future sustainability.

Throughout 2013, the Foundation had limited financial capacity to implement activities. Cash disbursements from the major institutional donors were delayed, although contributions from some African members were received. Despite this challenge, the Foundation successfully adjusted to new arrangements as institutional partners called on it to align its strategic priorities with specific programme niche areas and focus countries. In this way, the soundness of the existing portfolio was maintained through regular and results-oriented desk monitoring of performance using a multi-disciplinary approach, as well as through selective evaluation of specific projects and programmes to further inform ACBF interventions. Quarterly reporting and annual portfolio review tools were improved to ensure speedy lesson sharing across portfolios and programmes. The Foundation also reviewed and revised the knowledge management strategy to inform the core business. This lowered operating costs without adversely affecting desired results.

Enhanced Generation and Utilisation of Knowledge Products and Services for Effective Project Delivery and Results

In 2013, the Foundation recorded increased demand for its knowledge and learning products, including the Africa Capacity Indicators Report (ACIR 2013), Capacity Development for Natural Resources Management, and also participation in knowledge and learning engagements. Distribution and subscription of ACIR 2013 grew over the previous two reports. In 2013, 917 copies were purchased by individuals and institutions, including the Library of Congress, Oxfam, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), AfDB, International Monetary Fund (IMF), Tallow Energy, Norwegian Embassy, Hogarth Library, Kofi Annan Institute, and policy institutes and think tanks in Africa. The document was posted to over 90 websites of development institutions libraries, including USAID, International Food Policy Research Institute (IFPRI), Capacity.org, ANSA, LenCD, UNPCDC, CORAF, Stanford University, and AfDB, among others. Another 914 copies were purchased by African country clients Burkina Faso, Gabon, Madagascar, Burundi, Cameroon, Nigeria and Zimbabwe.

At the country level, the Governments of Burundi and Burkina Faso financed mini-country launches in Bujumbura and Ouagadougou to ensure stakeholders' understanding and appreciation of policy implications of the ACIR findings, as well as to stimulate their use in development discourse in the countries. Furthermore, the ACIR 2013 is being used as course and reference material by a number of universities which include GIMPA, Ghana, EPM at University of Ghana, Iowa State University, United States, Carleton University, Canada, University of Aberystwyth, Scotland, and Sciences-Po, France.

(I) Developing Knowledge Networks

In Addis Ababa, Ethiopia on 13–14 June, ACBF deepened learning alliances among the 34 think tanks it supports through the inauguration of a Policy Institutes Committee (PIC). The knowledge platform is intended to promote idea exchange and experience sharing on public policymaking in Africa, including stakeholder engagement, dissemination, and utilisation strategies. Future activities will include discussions of pertinent issues that affect policy think tanks and their implications for policy development and implementation in Africa.

(ii) Managing for Development Results

To further the collaborative effort between ACBF and AfDB to promote Managing for Development Results (MfDR) across Africa, the Foundation took over the full implementation of knowledge and learning for the African Community of Practice (AfCOP). This includes management of knowledge sharing activities through the AfCOP online platforms (English and French), development and dissemination of targeted knowledge products, and organisation of the Annual Afrik4R Forum. A secretariat has been established and the full complement of staff is at post. Activities implemented included completion of six online discussions on trade and regional integration, and youth unemployment. The Foundation also co-organised the first Africa for Results (Afrik4R) Forum and the 6th Annual Forum and Delegates Conference of the AfCOP in partnership with the AfDB, the Government of Zimbabwe, and the Zimbabwe Community of Practice (ZimCOP) on MfDR in Harare, Zimbabwe. The conference brought together policymakers, the development community, youth, the private sector, and civil society. The engagement led to the establishment of regional platforms on natural resources management across the continent.

(iii) 2013 Research and Publications

A topical study on women in agriculture resulted in the publication of a Working Paper No. 24, *Women in Agriculture: An Assessment of the Current State of Affairs in Africa*, co-authored by Ivy Drafor Amenyah and Korbla P. Puplampu of the Methodist University College, Ghana, and Grant MacEwan University, Canada. The paper also informed the ongoing initiative on empowering women in agriculture (EWA) being jointly undertaken by ACBF and other stakeholders across Africa.

Other publications released and disseminated during the year include:

- Working Paper No. 25, *Jobless Economic Growth: Lessons from Africa*, by Frannie Léautier and Kobena Hanson
- Occasional Paper No. 20, *The Retention of Highly Skilled Returnees in Mozambique: An Institutional Approach*, by André Corrêa d'Almeida
- Occasional Paper No. 21, *Changement climatique dégradation environnementale et quête d'utilisation des ressources naturelles: Miracle Ou Mirage?*, by Aminata Ndiaye
- A seminal handbook for media and information producers and user, *Media and Information Literacy: Informed Citizenship and Democratic Development in Africa*, by Wisdom Tettey
- Twenty- six (26) specialised reports on natural resources management in collaboration with the Economist Intelligence Unit.

(iv) Survey of the Capacity Needs of Africa's Regional Economic Communities (RECs)

ACBF initiated a survey of the capacity needs of the Regional Economic Communities (RECs) with the support of AfDB. The survey will build on ACBF's 2007 study on RECs and is expected to be completed in 2014. The outcome will inform AUC, NEPAD, UNECA, and AfDB's on-going and planned efforts to accelerate regional integration across the continent. It will also inform ACBF's own capacity development interventions with the RECs.

Projects and Programmes

(I) Alignment of Projects and Programmes with SMTP III Programme Development Objectives

The year marked a significant turning point for the operations department due to changes in the strategic orientation and implementation of the

approved business plan. As part of the strategy to enhance the outcomes and impacts of the Foundation's capacity building interventions across the continent, the operations department developed and implemented a strategy ensuring that project requests and proposals submitted by prospective grantees were objectively reviewed. The existing project pipeline was refined and aligned with the strategic priorities of SMTP III. In light of the constraints during 2013, the department had to readjust operations and delay planned activities and interventions for the period under review.

(ii) Country Capacity Profiles (Capacity Needs Assessment)

The operations department planned to launch sixteen (16) country capacity profiles or needs assessments during 2013. Seven (7) were initiated in Gabon, Congo, Swaziland, Guinea (Conakry), East African Community, Comoros, and Ghana. Profiling for four countries (Madagascar, Zambia, Botswana, and Tanzania) was deferred to 2014, although consultations had begun.

(iii) Preparation of Transitory Appraisal Reports

A number of projects were identified in 2013. Operations teams submitted three project identification notes (PINs) to the Project Review Committee (PRC) and undertook nineteen (19) project appraisals. Four (4) projects were approved for refinancing, and grant agreements were signed for four new projects. Two regional interventions were completed, namely, the Nouveau Programme Interuniversitaire de Troisième Cycle en Economie (NPTCI) project based in Burkina Faso and Le Centre d'Etudes de Politiques pour le Développement (CEPOD III) in Senegal.

(iv) Assessments and Reviews

During 2013, seventeen (17) mid-term review exercises were undertaken to better assess project performance, address bottlenecks, and improve performance against the set objectives.

Improved Fiduciary Oversight and Risk Control

(i) Internal Audit

Notwithstanding the financial constraints, fiduciary and operational controls improved significantly at the corporate and project levels. During 2013, one hundred and seventy two (172) recommendations from the audit assessments were implemented, contributing to the Foundation's enhanced

capability to identify and manage risk. In addition, ACBF implemented a number of initiatives to enhance effective governance, risk management, and control. Some of the initiatives were a:

1. Review of the disbursement system which resulted in a 35% reduction in the turnaround time for processing grantees' disbursement requests.
2. Whistleblower user's manual developed and disseminated to staff, grantees, and partners to increase awareness of the Foundation's mechanisms and processes to deter financial and administrative malpractices.
3. Tracking and monitoring system developed to keep the Audit and Risk Committee of the Executive Board informed on risk-related issues, hence enhancing their ability to provide the needed oversight.

(ii) Legal Services

The Legal Services Unit focused on managing and protecting the Foundation from the legal risks resulting from financial constraints experienced in 2013 and the attendant challenges, in particular the staff changes to reduce costs and suspension of disbursements to projects. To enhance compliance with project management processes, the Legal Services Unit provided technical guidance during training workshops organised for ACBF-supported projects. The additional support was focused on how to enhance corporate governance and manage risks related to the financing instrument for innovative capacity development projects. The unit contributed to internal processes of the Project Review Committee (PRC) and Project Review Forum (PRF) aimed at improving the quality of the ACBF operations portfolio. Further, it provided legal support to the governance organs during their statutory meetings.

Performance Monitoring and Evaluation (M&E)

The Foundation implemented significant M&E activities during 2013. These included evaluation of ACBF's support for capacity building in policy formulation, implementation, and management; development of a comprehensive M&E information management system; and provision of training and hands-on technical support to grantees. Specific achievements included:-



ACBF supported institutions at the Strategic Planning Workshop, Harare, Zimbabwe

STRATEGIC PLANNING WORKSHOP FOR ACBF-SUPPORTED PROJECTS

A three-day workshop was held 16–18 March 2013 for ACBF-supported institutions to focus on how to improve capacity development project implementation on the continent. The workshop deepened understanding of ACBF's SMTP III—2012–2016, which brought a strategic shift in ACBF's interventions and deeper focus on M&E and results of those interventions. The SMTP III has three strategic pillars of enhancing: (1) critical capacities to promote political and social stability for transformational change; (2) capacity to engage and regulate the productive sector; and (3) capacity to track policy impact.

The three pillars inform ACBF's support to capacity interventions that lead to effective governance for real poverty reduction, by working to improve the capacity of the country and regional organisations primarily responsible for development. SMTP III has demanded that ACBF and ACBF-supported projects adjust to emerging country-specific and regional contexts by becoming more flexible in response to capacity needs, improving effectiveness, and further developing capabilities to tackle new areas. Three key areas were addressed at the workshop:

- modalities for ACBF grantees to make mid-course adjustment, particularly lessons shared between the older projects and those tackling the newer themes under SMTP III;
- new business model that requires working together, using cross-shared expertise among the projects;
- SMTP III's much emphasis on learning requiring adjusting and adapting to conditions on the ground and addressing implementation of capacity.

(i) Strengthening Monitoring and Reporting at ACBF Secretariat and Grantee Levels

The M&E department provided hands-on training and technical support for the development of new projects, implementation of grantees' M&E systems, and performance reporting. As a result, the Foundation achieved over 95% submission rate of quarterly report for active projects. Activities of the M&E Department included:

- Onsite and remote technical support to fifteen (15) projects—AUC, COMESA, Zimbabwe Policy and Analysis Research Unit (ZEPARU), Women's University in Africa (WUA), Mandela Institute for Development Studies (MINDS), Le Centre Africain d'Etudes Supérieures en Gestion (CESAG), Public Sector Management Training Programme (PSMTP ENA), Projet de Réformes des Marchés Publics (MSCP), National Institute of Legislative Studies (NILS), Council for the Development of Social Science Research in Africa (CODESRIA), Zambia Chamber of Small and Medium Business Associations (ZCSMBA), Economic Policy Research Centre (EPRC), SADC-Parliamentary Forum (SADC-PF), Economic Policy Management (EPM-Zambia), and the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI)—for the development or review of the project results frameworks. The M&E Department also supported Tanzania's Economic Policy Research Centre (EPRC) in initiating and managing a consultancy to establish baselines and targets for its capacity building programme.
- Finalisation and incorporation into the M&E manual of the ACBF project-level quarterly reporting tool.
- Coordination of a Project Coordination Forum (PCF) to provide ACBF staff, including management, with practical insights on M&E

issues related to capacity development. The PCF also provided opportunity to share lessons learnt and proposed recommendations on how to further enhance ACBF interventions delivery, including positioning staff and management to accomplish the Foundation's results agenda. Over 80% of staff and management participated in this PCF.

- Evaluation of the Financing for Innovation (FICAD) instrument and projects. The main lessons learnt were that the instrument is relevant because it facilitates idea sourcing, and piloting innovative capacity building interventions and implementing arrangements of the instrument need to be strengthened. The evaluation findings are being utilised to refine the FICAD instrument.

(ii) Improve Accountability, Learning and Knowledge Sharing in ACBF and Among Stakeholders

- The three (3) evaluations initiated in the latter part of 2012 were completed in 2013. Four (4) end of project evaluations will be undertaken in 2014 for Projet de Réformes des Marchés Publics (PRMP), African Research and Resource Forum (ARRF), Lesotho Council of NGOs (LCN), and African Union Capacity Building programme (AUCAP).
- The thematic evaluation of ACBF's capacity building support to policy formulation, implementation, and management since 1992 was initiated. The preliminary results, including a proposed policy intervention theory of change, and associated core indicators were reviewed and validated at a workshop for ACBF staff and partners based in Harare.

2: BUILDING CAPACITY ONE STEP AT A TIME —OUR OPERATIONS

Professor Emmanuel Nnadozie, ACBF Executive Secretary (right) and Mr. Nginya Mungai Lenneiye, Country Manager, World Bank, Zimbabwe, at the signing of the grant agreement relating to the first tranche of the World Bank's support to ACBF's third Strategic Medium Term Plan. ▶



2013 GRANTS

In 2013, the ACBF Executive Board approved nine grants amounting to USD 10,546,800. The approvals were based on the recommendation to effectively manage the limited available commitment authority surplus. The following grants were approved according to the smaller-smarter-faster principle to deliver quick results with limited resource over a maximum 2-year period.

PROJECT	PROJECT OBJECTIVE AND STRATEGIC PILLAR FOCUS	AMOUNT USD
PROJECTS APPROVED FOR THE EASTERN AND SOUTHERN AFRICA OPERATIONAL ZONE		
Economic Policy Management Training Programme (EPM-Zambia II) Regional project	To improve efficiency in economic policy management in public sector of Southern Africa (<i>Engage and Regulate Productive Sector and Track Policy Impact</i>)	1,229,000
Africa University–Public Sector Management Training (PSMTP-AU II) Zimbabwe, Regional project	To enhance effectiveness and productivity in the public sector in Africa (<i>Promote Social and Political Stability</i>)	1,254,000
Botswana Institute of Development Policy Analysis (BIDPA IV) Botswana, National project	To promote good governance for effective economic and social development in Botswana (<i>Track Policy Impact</i>)	850,000
Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) Zimbabwe, Regional Project	To promote sound macroeconomic policies and financial sector development strategies for a sustained growth in the MEFMI region. (<i>Engage and Regulate Productive Sector and Track Policy Impact</i>)	1,200,000
PROJECTS APPROVED FOR THE CENTRAL AND WESTERN AFRICA OPERATIONAL ZONE		
Cameroon Policy Analysis and Research Centre, (CAMERCAP-PARC) Cameroon National project	To contribute towards the successful implementation of Cameroon's Growth and Employment Strategy for the improvement of the country's economic performance (<i>Engage and Regulate Productive Sector and Track Policy Impact</i>)	1,174,000
National Institute for Legislative Studies Capacity Building Project (NILS CAP) Nigeria Regional project	To contribute towards enhancing good governance processes in ECOWAS countries (<i>Promote Social and Political Stability and Track Policy Impact</i>)	900,000
Nouveau Programme de Troisième Cycle Interuniversitaire en Economie (NPTCI Phase II) Burkina Faso Regional project	To contribute towards improving the quality of higher education teaching in economics and the performance in economic management in sub-Saharan Africa Francophone countries (<i>Promote Social and Political Stability and Engage and Regulate Productive Sector</i>)	1,599,800
Projet de Renforcement des Capacités en Conception et Analyse des Politiques de Développement (CAPOD Phase II) Benin, National project	To contribute towards addressing the capacity constraints to ensure successful implementation of Benin's Growth and Poverty Reduction Strategy (GPRS-3) (<i>Engage and Regulate Productive Sector and Track Policy Impact</i>)	1,010,000
Centre d'Etudes de Politiques pour le Développement (CEPOD) Phase III Senegal, National project	To contribute towards improving Senegal's economic performance in the context of programming and results-based budgeting (<i>Promote Social and Political Stability and Track Policy Impact</i>)	1,330,000
TOTAL		10,546,800

PROJECT AND PROGRAMME HIGHLIGHTS: ACBF IN THE HORN OF AFRICA

NEW OPERATIONAL HUBS IN EAST AND WEST AFRICA

On 25 May 2013, in Accra, Ghana, ACBF and the Government of Ghana officially signed a Host Country Agreement to establish the West and Central Operations hub. The hub covers twenty (20) countries, making it the largest. On 10 June 2013, ACBF signed a second Host Country Agreement with the Government of Kenya to establish the East Africa hub. The East Africa hub covers eight (8) countries. The decentralised structure has three (3) advantages. It will (1) provide context-attuned, timely, and robust assistance to partners in the regions; (2) reduce operating costs by reducing proximity to partners; and (3) put the Foundation at the doorsteps of key stakeholders who participate in country and regional activities important to Africa's development. Closer proximity will deepen our interactions and relationships with the various countries and regions, thereby creating visibility and ensuring African ownership, a fulfillment of our founding vision. Zimbabwe will host the Southern Africa operations. In 2014, ACBF will increase its efforts to establish a presence in Ethiopia.

ACBF's operations in the Horn of Africa region include national and regional projects and programmes in Ethiopia and Djibouti. In Ethiopia, these projects are coordinated and implemented by the Ethiopian Development Research Institute (EDRI), the Ethiopian Economics Association (EEA), the African Union Capacity Building Programme (AU-CAP), and Horn Economic and Social Policy Institute (HESPI). In Djibouti, the Foundation is supporting the Financial Governance and Transparency Strengthening (GFID) project under the State General Inspectorate (IGE) of Djibouti. The 2013 activities are organised around the three pillars of the ACBF SMTP III—2012–2016.

Pillar 1: Enhancing Critical Capacities for Transformational Change

EDRI fulfilled its mandate by continuously engaging in economic research and policy analysis that supports policymaking, policy implementation, and capacity building. The institute directly supports Growth and Transformation Plan II (GTP II: 2015-2019) formulation. EDRI provided training with the support of its collaborative programmes on frontline research methodologies and economic policy analysis tools, game theory, and industrial organisation and applied econometric techniques. Eleven researchers have earned their doctoral degrees, and opportunities opened for collaborative research and post-doctoral fellowship to enhance their international experience and deepen hands-on research skills.

ACBF is also in partnership with HESPI, an independent, non-profit regional institute and policy think tank promoting high-quality research on policy advice and institution building in the

member countries of the Inter-Governmental Authority for Development (IGAD) sub-region and other low-income African countries. HESPI conducted scoping mission in South Sudan on 17–27 July 2013; assessed the public agencies responsible for the integrity of the public financial management (PMF) and of financial sector policies; and assessed the capacity needs of these agencies and institutions. Recommendations were made to address capacity constraints, improve public sector financial management, and strengthen the management of the financial sector. Various policy recommendations from the diagnostic report will impact the public financial management (PFM) units at the Ministry of Finance, the Central Bank, and other integrity agencies.

EDRI conducted a study on economic growth in the Horn of Africa identifying principal drivers and determinants. This study shows that limited access to finance, low domestic savings, weak infrastructure, and inadequate human capital are key constraints on economic growth in Africa. Recommendations were made to remove these constraints, which are intended to be taken up by the governments. Another study was on poverty, unemployment, and growth in Africa. This study helped to understand the status and structural causes of poverty, as well as the unemployment and growth trends in selected IGAD member countries.

As part of its ongoing contribution to the effectiveness of the financial integrity and management in Somalia, HESPI, in collaboration with UNECA, in mid-2013 conducted a consultative meeting in Addis Ababa, Ethiopia. This meeting brought together fifty-nine (59)

high-level representatives of the Somali leadership, civil society, representatives of bilateral agencies and multilateral institutions, independent professionals, and academicians, along with international experts on post-conflict reconstruction. This high-level conference fostered intensive dialogue on the exchange of ideas and new thinking among policymakers and the country's development partners by brainstorming on socio-economic policy options and strategies. It also contributed to the current assessment of Somalia's post-conflict priority needs in jump-starting nation building and supported Somalia's new government in its post-conflict endeavors to plan, formulate, and implement coherent programmes for rebuilding viable state and effective state institutions. The conference declaration and proceedings were presented to the Federal Government of Somalia policymakers and the country's development partners to influence and enrich the socio-economic policy options and strategies. The proceedings, edited and produced by HESPI with technical presentations and policy recommendations, were shared with Somalia and other fragile-states policymakers in the sub-Saharan region.

HESPI's regular feedback from the Federal Government of Somalia since the proceedings were shared indicated that the recommendations enhanced the formulation of the New Deal with the European Union (EU). It also helped in the process of enhancing the PFM institutions that are currently taking roots. A joint government and donor process is being put in place to further enhance financial integrity.

In Djibouti, the Foundation is supporting the GFID project under the IGE. In 2013, the project achieved significant results against corruption through two main activities: (i) The Government of Djibouti commissioned IGE to conduct an audit of the management of the port authority and free zone in the country. As a key outcome of the investigation, IGE found that more than USD 150 million was embezzled and judiciary actions and suits were initiated under the leadership of IGE in many countries—including France, United Kingdom, and United Arab Emirates—to recover the misused funds. (ii) In April, IGE organised in Djibouti the third Conference of the African Forum of State General Inspectorate on the theme Fight against Corruption and International Cooperation on Money Recovering: Challenges for Africa.

Through funding to the AU-CAP, ACBF supported the important transformation agenda of the AUC, as well as its strategic vision and programs. It also contributed to the institutional enhancement of the commission in strategic planning, monitoring and reporting, integrated internal coordination processes, and piloting of change management and knowledge management systems.

Pillar 2: Enhancing Capacity to Engage and Regulate the Productive Sector

Ethiopian national development priority is focused on increased enterprise and industrial development and enhanced agricultural transformation. In this context, EDRI has undertaken analytical and evaluative research in the agriculture sector, such as impact of technology use on productivity and impact of productive safety net programmes on vulnerable rural households. EDRI staff provided technical assistance in policy development and improving the regulatory framework in the logistics and trade sector to taskforces. Several research projects have been done in the priority sectors of national industrial development (garment, leather, metal work) and the findings have been submitted to the Ministry of Industry. EDRI recently launched a bi-monthly seminar series on private sector development involving businesses, the public sector, and opinion leaders.

At a regional level, HESPI conducted relevant research on assessment of regional economic integration in IGAD sub-region, regional economic integration and trade in Africa, access to finance in Africa, and the role of development bank and financial sector development in the IGAD region.

The EEA has been engaged in assisting policy formulation in local governments, including estimation and preparation of local governments income account. Thanks to this partnership, four regions were able to evaluate the performance of their economies into the Growth and Transformation Plan of Ethiopia. The income accounts estimated by regions with the help of EEA would serve as the major input to estimate the states' revenue potential and gap.

EVALUATION OF THE ACBF POLICY UNITS AND THINK TANKS



Key Achievements, Challenges, and Recommendations

ACBF has been supporting the creation of and capacity needs of think tanks since 1991. It has helped establish twenty-seven (27), and still supports nineteen (19). A recent evaluation conducted in 2013 found that think tanks in Africa remain a catalyzing element in the development of sound economic policy and economic development. According to the University of Pennsylvania 2012 Global Go To Think Tank Report, seventeen (17) ACBF-supported think tanks were ranked among the best fifty (50) in Africa, and three (3) in the top ten (10). The evaluation focused on five key areas.

1. Relevance of ACBF Capacity Building Support to Policy Centres and Think Tanks

- **ACBF is highly valued by external stakeholders and recognised as a key player in developing human and institutional capacity of policy institutes and think tanks.**
 - *ACBF's targeted technical support has helped to improve the financial and operational processes and results focus of grantees in responding to critical policy issues in their respective countries and regions.*
- **ACBF's support has helped to improve the quality and responsiveness of think tanks' research products and services with national priorities and needs, including improved attractiveness of think tanks to new partners or donors.**
 - *According to the Global Go To Think Tank 2012 Report the University of Pennsylvania, six ACBF-supported think tanks have received funding from the Think Tank Initiative and over 90% have collaborative engagements with international organisations and other donors.*
 - *ACBF-supported think tanks have become first point of call for policy research input and advice by external policy actors. On average, ACBF-supported think tanks have at least two collaborative research engagements with international development partners.*
- **Think tanks have enhanced capabilities to enrich and influence national and regional policy discourse and debate and development priorities.**
 - *Think tanks' research and studies have informed more than one national policy in their respective countries.*
- **Think tanks have enhanced the capability of public sector institutions and other players in policy formulation and management.**
 - *Short-term training by think tanks, PSMTP, and university partnerships improved policy formulation and management skills of over 15000 public sector officials and 3000 policy experts.*
- **ACBF's long-term financing strategy has enabled think tanks to address critical policy issues, actively participate in policy discourse, and produce quality and relevant products and services.**

- o ACBF establishes and sustains think tanks in fragile and difficult countries; these include Liberia Macroeconomic Policy Analysis Capacity Building Project (LIMPAC) and Swaziland Economic Policy Analysis and Research Centre (SEPARC).

2. Efficiency of ACBF Capacity Building Support to Policy Centres and Think Tanks

- **ACBF creates value for money by focusing its support in extreme capacity-deficient context and in regions with limited policy research and knowledge creation.**
- **Project cost allocation of grants align with industry best practice.**
 - o For USD 1 allocated, 75% goes to programme (research and other activities) and 25% to administrative and operating costs.
- **ACBF support enables grantees to do more with little by generating research products and participate in national policy engagements, dialogues, and processes.**
- **Policy research products and services of grantees are in response to national needs and usually aligned with national budget planning and formulation processes to ensure that resources are properly prioritised and used.**
 - o Evidence from the field shows that the products and services of ACBF-supported institutions in Nigeria, Ghana, Botswana, and Burkina Faso align with their respective government budget planning and formulation processes.
 - o The utilisation of visiting scholars from ACBF-partnered universities to undertake policy research has helped to improve the quality of curriculum and teaching materials of partner universities.

3. Impact of ACBF Capacity Building Support to Policy Centres and Think Tanks

- **ACBF has spearheaded development of viable think tanks in varying contexts and environments in Africa.**
- **Improved institutional capability and policy influence of think tanks has enabled them to attract resources and partnership from other donors.**

- o 89 % of stakeholders interviewed during the thematic evaluation consider ACBF-supported think tanks to be performing excellently or above average compared to similar institutions.

- **Patient capital translates to long-term relationships, leading to high viability of think tanks even in difficult environments.**

- o ACBF is responsible for the establishment or strengthening of over 80% of the think tanks in or for fragile countries in Africa, such as LIMPAC, Institut de Développement Economique (IDEC) Burundi, Institute of Policy Analysis and Research (IPAR, Rwanda), ZEPARU, and HESPI, Ethiopia.

- **Think tanks increased availability and stakeholder (including policymakers) access to evidence-based research information.**

- o ACBF-supported policy think tanks develop and disseminate an average of 10 policy research products per year.

- **Think tanks increased the number and capability of policy analysts across the continent.**

- o ACBF-supported policy units and think tanks have trained over 15,000 men and women from public sector institutions and an additional 300 through the university partnerships.

4. Sustainability of ACBF Capacity Building Support to Policy Centres and Think Tanks

- **Impact of ACBF Capacity Building Support on the External Policy Environment**

- o ACBF-supported think tanks are influencing policies across Africa through the generation of quality and relevant research products; participation in policy debates; and improvement of receptor capacity of public, private, and civil society policy analysts.
- o A reasonable number of think tanks (57%) believe that they can sustain their activities and engagements without ACBF's grant.

5. Challenges

Weak Country Capacity Assessment

- The "who" and "what" ACBF supports with its grants does not take enough into account country context and inefficiencies.

- Systematic assessment of demand for policy advice as part of the country capacity assessment is inadequate.
- Participation is low by non-state actors, international development community, and clients of think tanks products and services of project design.

Weak Design and Implementation Process

- Intervention design process was evaluated by 56% of stakeholders as inefficient to moderately efficient.
- There is lag time between major decision points throughout the funding cycle, particularly between design and implementation phases.
- Timing of interventions is poor. ACBF does not seem to explore window of opportunity for making significant policy impact.

- Lack of clear indicators for capacity development and adequate monitoring and evaluation system to appropriately measure outcomes and impact.

Weak Reporting Process

- Long-term sustainability of ACBF supported think tanks is a significant concern.
- Most of the policy institutes and think tanks will not be able to conduct activities at the same level without ACBF's support.
- There is lack of an M&E system that measures and demonstrates impacts, particularly at the beneficiary level.
- Linkages and relationship between think tanks and main actors or change agents is weak, and project design is weak.

Policy Institutes and Think Tanks supported by ACBF since 1992

No.	Country	Name of Policy Institute or Think Tank	Acronym
1	Benin	Conception et Analyse des Politiques de Développement	CAPOD
2	Botswana	Botswana Institute for Development Policy Analysis	BIDPA
3	Burkina Faso	Centre d'Analyse des Politiques Economiques et Sociales	CAPES
4	Burundi	Institut de Développement Economique	IDEC
5	Cameroon	Cameroon Policy Analysis and Research Centre	CAMERCAP-PARC
6	Cape Verde	Strategic Transformation and Policy Centre	STPC
7	Côte d'Ivoire	Cellule d'Analyse de Politiques Economiques	CAPEC
8	Eritrea	Eritrean Capacity Building Project for Economic Policy Analysis and Management	EPAM
9	Ethiopia	Horn Economic and Social Policy Institute	HESPI
10	Ethiopia	Ethiopian Economic Policy Research Institute/Ethiopian Economic Association	EEPRI/EEA
11	Ethiopia	Ethiopian Development Research Institute	EDRI
12	Ghana	Institute for Democratic Governance	IDEG
13	Ghana	Centre for Policy Analysis	CEPA
14	Guinea	Centre National de Perfectionnement à la Gestion	CNPG
15	Kenya	African Economic Research Consortium	AERC

No.	Country	Name of Policy Institute or Think Thank	Acronym
16	Kenya	Kenya Institute For Public Policy Research and Analysis	KIPPRRA
17	Kenya	African Research and Resource Forum Capacity Building and Institutional Support Programme	ARRF
18	Kenya	Institute of Policy Analysis and Research	IPAR
19	Liberia	Liberian macroeconomic Policy Analysis Capacity Building Project	LIMPAC
20	Madagascar	Centre de Recherches, d'Etudes et d'Appui à l'Analyse Economique de Madagascar	CREAM
21	Malawi	Malawi Directorate of Macroeconomic Policy Analysis and Research	MPRAP
22	Mali	Centre d'Etudes et de Renforcement des Capacités	CERCAP
23	Mauritania	Centre Mauritanien d'Analyse des Politiques	CMAP
24	Mozambique	Centre of Economic and Management Studies	CEEG
25	Namibia	Namibian Economic Policy Research Unit	NEPRU
26	Niger	Cellule d'Analyse et de Prospective en Développement	CAPED
27	Nigeria	National Centre for Economic Management and Administration	NCEMA
28	Nigeria	Development Policy Centre	DPC
29	Nigeria	Policy Analysis and Research Project	PARP
30	Rwanda	Institute of Policy Analysis and Research Capacity Building Project	IPAR-CAP
31	Sao Tome	Centre de Recherche et d'Analyse des Politiques de Développement	CIAD
32	Senegal	Conseil pour le Développement de la Recherche en Sciences Sociales	CODESRIA
33	Senegal	Centre d'Etudes des Politiques de Développement	CEPOD
34	South Africa	Food, Agriculture and Natural Resources Policy Analysis Network	FANRPAN
35	Swaziland	Swaziland Policy Analysis and Research Centre	SEPARC
36	Tanzania	Economic and Social Research Foundation	ESRF
37	Togo	Centre Autonome d'Etude et de Renforcement des Capacités pour le Développement au Togo	CADERDT
38	Uganda	Economic Policy Research Centre	EPRC
39	Zambia	Zambia Institute for Policy Analysis and Research	ZIPAR
40	Zimbabwe	Southern African Regional Institute for Policy Studies	SARIPS
41	Zimbabwe	Zimbabwe Economic Policy Analysis and Research Unit	ZEPARU

3: GENERATING KNOWLEDGE AND DIALOGUE SPACES

President of the National House of Chiefs and Member of the Council of State, Naa Professor J. S. Nabila, (left) and Dr Frannie Léautier, ACBF Executive Secretary at the launch of the 2013 ACIR, Accra, Ghana



AFRICA CAPACITY INDICATORS REPORT 2013

Capacity Development for Managing Natural Resources

ACIR 2013, the third report in a series, focused on an issue of great importance: what African countries need to do to achieve effective management and good governance of the continent's vast natural resource wealth. The report offers an analysis of the contemporary academic and policy debates on the natural resource value chain. ACIR 2013 put the spotlight on issues of capacity development and policy choices, linking the natural resource management discussion with the themes of ACIR 2011 (state fragility) and ACIR 2012 (agricultural transformation and food security).

The ACIR shifts emphasis to issues of capacity, leadership, knowledge sharing, and good governance of the continent's vast natural resource wealth. The report recognises that the general ills, economic, and socio-political, and environmental challenges that resource-rich African countries face in managing those natural resources cannot be ignored. Countries are offered a fresh look at developing policy, as the report

spells out the legacy of old natural resource management problems, maps out a changing natural resource management landscape, and calls attention to a number of countries that have achieved effective management of their natural resources to spur development.

Characteristics of the Old Natural Resource Management Landscape

- An imbalance of weak African states versus strong external actors (multinational corporations and consumer countries)
- Often low and erratic commodity prices and unfair terms of trade offered for Africa's natural resources—especially extractives
- Weak technological, managerial, and bargaining capacity
- Inadequate systems of taxation
- Lack of transparency in natural resource management
- Lack of economic diversification and shared growth
- Unmitigated environmental damage caused by extraction processes, corruption, and criminality across the natural resource value chain
- Poorly organised and dissatisfied civil societies in resource-rich countries
- Abuse of windfall rents—often extracted for the benefit of political elites
- Social and cultural displacements of affected communities
- Real and perceived intertwining of political failures and grievances over governance and redistribution of natural resource wealth
- General discrediting of natural resource-based development as a viable model of national well-being

Characteristics of a New Landscape of Development, Opportunity, and Possibility

- Growing state coherence with strong natural resource management policy frameworks and increasing regional and sub-regional integration and linkages
- High (even if erratic) commodity prices fueled by a strong demand from emerging economies, notably BRIC nations
- Improving technical skills—in legislature, science, and management—and training programs for stakeholders across the entire natural resource management value chain
- Improved and informed leadership resulting in strengthened state-civil society-private sector partnerships and cooperation

- Enhanced national and regional initiatives, region-level adoption of emerging best practices in natural resource governance, and integration of local perspectives and practices and civil society into official policy responses
- Renegotiating old contracts, adopting robust and transparent governance structures, and employing civil society organisations (local and international) as pressure groups to hold multinational companies accountable to their corporate social responsibilities
- Increasing sophistication and will to bargain—drawing on a plethora of initiatives, such as the Kimberley Process Certification Scheme (KPCS), Publish What You Pay (PWYP), Extractive Industries Transparency Initiative (EITI), and AfDB's African Legal Support Facility (ALSF) to ensure improved accountability, transparency, negotiation, and management of natural resources and the revenue they generate

Examples of Growth and Transformation

Some African countries have adopted transformational and development-oriented leadership and offer success stories from which other countries can learn from:

- Liberia utilised policy formulation, institution building, and operational responses to curb corruption and insecurity and reduce transnational illicit timber trade
- Botswana established strong and transparent governance structures, anti-corruption systems, and integrity of public institutions—contributing to economic success
- Sierra Leone put in place relatively effective institutions and realised economic growth driven by natural resources, including iron ore
- Mozambique transformed its forestry sector, including canceling or reducing the land area of 1,500 investor contracts due to non-compliance with their investment plan
- Ethiopia built capacity for the staff of higher education institutions in natural resource management and eco-tourism
- Nigeria provided statutory backing for the implementation of EITI
- Angola and Nigeria launched sovereign wealth funds
- Tanzania, Uganda, Ghana, Mozambique, Kenya, and other nations have discovered resource wealth and are establishing such funds



ACIR 2013 shows how the revised landscape has exposed the problem of “missing revenue,” particularly in the oil industry, and points to growth of corporate responsibility. The evolution of institutions is linked to the increased appreciation and promotion of green growth, REDD+, intensified environmental advocacy by both national and international NGOs, and the proliferation of civil society organisations with enhanced capacities and international connections. These developments have brought about new discussions among public and private entities, civil society organisations, and local communities and have sparked more widespread rejection of conflict-ridden diamonds and timber and abuses by multinational corporations in oil and gas extraction.

Additionally, ACIR 2013 offers invaluable insights into how this shift from the old legacy to the new vision transpired. It points out that capacity across the entire natural resource value chain—extraction, processing, marketing, and revenue management—is fundamental in turning the sector into a benefit for broader society. Capacity ideally should be balanced among stakeholders, as emerging evidence indicates that “capacity imbalance” and lack of effective checks and balances can result in corruption and exploitation. The political will to engage in sustainable capacity development across diverse ethno-cultural, religious,

geographic, socio-economic, linguistic, indigenous, and migrant populations will require leadership to take the long view.

Resource-rich countries need to be particularly capable of securing political and social stability. Key capabilities include how a country manages value chain. Diverse social groups (women, youth, and excluded groups) involved in decision making and enhanced public officials' accountability to the citizenry are part of the new policy landscapes. Countries not capable of securing social and political stability will remain poor and mired in conflict even if they are rich in natural resources. Another key capability is that of tapping benefits from trade and integration. Countries need to have skills to negotiate the appropriate terms of trade, establish trade policies, and engage in fair contractual agreements. Management capability to remove the constraints on the effective extraction of resources, including supply chain bottlenecks, is an urgent need.

ACIR 2013 points to an excellent policy environment and equally impressive implementation process landscape. The real challenge remains achieving capacity development outcomes. The pattern observed in 2013 differs little from the previous two years when the policy environment has been the strongest and development outcomes weakest.

KNOWLEDGE NETWORKS



NETWORKING FOR EFFECTIVE AFRICAN POLICY SOLUTIONS

Following an independent review of the Foundation Knowledge Management function in 2011, it was recommended, and subsequently approved by the Executive Board to revamp the Foundation's defunct African Policy Institutes Forum (APIF) and create a dynamic network of all its supported policy institutes and think tanks. The resulting Policy Institutes Committee (PIC) focuses on policy debates related to Africa's current and future development challenges. The network comprises twenty six (26) members from twenty three (23) African countries.

The PIC held its inaugural meeting 13–14 June in Addis Ababa, Ethiopia, with twenty two (22) ACBF-funded policy institutes attending. The meeting's main objective was to rejuvenate and restructure the former APIF into a more dynamic and functional COP by facilitating regular meetings and defined agendas for the different ACBF-supported policy institutes. Other objectives were to make more effective use of existing capacity and to continue supporting indigenous institutions of policymaking and capacity development.

After nearly ten (10) years of existence, the Knowledge and Learning department's knowledge management function was subjected to an independent evaluation that recommended creation of the PIC to better align with ACBF's new strategic priorities as described in SMTP III.

Inaugural Meeting Highlights

- ACBF must pay attention to lessons learnt from the failures of APIF to strengthen the

PIC and make it a sustainable, renowned, dynamic COP for the benefit of stakeholders.

- A PIC bureau was established to decide the program of activities and research areas and represent ACBF at different fora.
- PIC must be innovative and have a value-added and visible impact on the conduct of policies in Africa.
- A PIC committee was constituted and mandated to analyze and recommend policy, taking into account the needs of African countries and the necessity of being an independent entity.
- Most participants considered research themes related to good governance, policy coherence and convergence, education, and economic diversification to be important.
- Representatives of the policy institutes and international organisations urged ACBF to continue pursuing its efforts to build capacity in Africa.
- Most participants encouraged the ACBF to develop the capacity of the affiliated institutes via joint research with other PIC members or external researchers in universities in Africa or outside the continent.

AFRICA COMMUNITY OF PRACTICE (AfCOP) ON MANAGING FOR DEVELOPMENT RESULTS (MfDR)

The AfCOP project seeks to promote exchange of experiences and sharing of good practices on MfDR through its online platforms in French and English. Other aims are to facilitate the development of case studies, guidelines, analytical work, and tools on emerging good practices on MfDR and on policy convergence, including gender- and youth-related issues;

facilitate dissemination of good practices and knowledge products; and support organisation of the annual Africa forum on MfDR to instill results culture in Africa and its regional institutions such as WAEMU and COMESA.

AfCOP Achievements in 2013

- Setting up of a secretariat in January.
- Facilitation of online discussions and publication of findings: In April, an intensive effort was made to revive and stimulate discussions and knowledge sharing on the online platforms. Also in April, the AfCOP reached out the Core Management Team, its members, and ACBF professionals to solicit their thoughts on possible topics for online discussion and to agree on strategies to stimulate discussions on the two platforms. Subsequently, seven online discussions on two broad topics (youth unemployment and regional integration) were initiated, and blogging on the platforms is gradually gaining momentum. Five of the online discussions were completed and two are ongoing. The discussions have contributed to stimulating insights and counter viewpoints, and the interactions have helped enhance peer-learning and experience sharing on the platform. The resulting learning alliances are also yielding meaningful tacit knowledge that the team will capture and repack as explicit knowledge products
- Establishment of regional COP: At the regional level, ACBF initiated discussion with COMESA youth through the AfCOP focal person at COMESA to grow and sustain their interest in sharing their experiences, as well as to support their participation in youth-oriented discussions on the platform. ACBF subsequently supported development of a draft proposal defining key initiatives and strategies to effectively promote youth participation in MfDR discussions in the sub-region. The youth in COMESA wish to actively participate in the Afrik4R (Africa for Results) initiative through the establishment of Y4R/MfDR.
- Organisation of the 1st AfCOP Afrik4R Forum: The team collaborated with the Government of Zimbabwe, AfCOP Secretariat in Tunis, and Zimbabwe Community of Practice (ZimCOP), to organise the Afrik4R Forum on the theme Results and Natural Resources Management on 2–3 December. This was followed by the 6th AfCOP Annual Meeting from on 4–6 December.

AFRIK4R FORUM AND 6th AfCOP ANNUAL MEETING: PUTTING RESULTS FIRST IN AFRICA: NATURAL RESOURCES MANAGEMENT FOR THE CONTINENT'S TRANSFORMATION

Natural resource management, good practices in managing for development results (MfDR), and country roadmaps to accelerate regional integration came under the spotlight from 2–6 December 2013 as about one hundred and fifty (150) delegates met in Harare, Zimbabwe, to build a platform for transformation. The event comprised two meetings: the Africa for Results (Afrik4R) Forum and the 6th Annual Meeting of the AfCOP on MfDR. Delegates from more than twenty (20) African countries represented public administration, civil society organisations, RECs, academia, and the private sector.

The Harare Declaration for Good Management of Natural Resources was the main outcome document from this event. The declaration embodies country commitments to hold themselves mutually accountable in achieving results in natural resource management, including greater accountability and transparency, tax and social equity, and environmental responsibility. Afrik4R Forum sessions were focused on broad issues of powering effective management of natural resources, putting results into action, and citizens' engagement and corporate responsibility. AfCOP's 6th Annual Meeting showcased broad issues of youth and gender for change, and driving country roadmaps for regional integration results, and renewed governance for greater ownership.

Afrik4R Forum Highlights

A common agenda of transparency and accountability, tax justice, corporate and social responsibility, and social equity is at the core of the Africa for Results initiative, which has benchmarks to assess how countries are managing natural resources. Top country performers are Rwanda, Ghana, Namibia, and Botswana. Going forward, good-fit approaches are needed that recognize the realities of local contexts and aim for incremental steps in governance.

A panel of high-level civil servants leading their countries' departments of mineral resources stressed that mining and proper infrastructure and stability for investment go hand in hand, if revenues are to be used for the benefit of



the people. Dependency on international companies will not end until the continent offers the right mix of skills and infrastructure needed for downward processing of minerals. Zimbabwe, which is training engineers in each step of mining exploitation, and Mauritania, which is pairing each international expert with a local expert to ensure skills transfer, are working toward building that mix.

As citizens' engagement and corporate responsibility grow, government is increasingly accountable to an informed public. Hence data need to be reliable, verifiable, and accessible with proper measurement, reporting, and dissemination. Increasingly, companies are working more closely with communities, exploring sustainability and ways to mitigate social and environmental impact. Scrutiny from citizens, enforcement from governments, and self-regulation from companies will be instrumental in ensuring that natural resources are used to benefit the most disadvantaged.

AfCOP 6th Annual Meeting Highlights

Africa's growing youth population has the power to influence social and economic change, yet they bear the brunt of poverty, unemployment, HIV/AIDS and other challenges that stand in the way of embracing a role as leaders and change makers. Panelists called for training involving youth leaders in policy formulation, decision making, and accountability at all levels to give them the tools to help shape a more stable, prosperous, and productive continent. Panelists asked for greater involvement of youth in decision making and are engaged across all sectors of the workforce. Intergenerational dialogue was evident in the exchanges between panelists

and the audience. From the Women Peace and Security Network that provides opportunities to girls in West Africa, to career centers to help grow youths' innovative capacity, youth are taking part in development. African women and girls are largely excluded from decision making on economic, social, and political issues affecting their livelihood. Gender mainstreaming will help empower women and girls in policymaking, budgeting, and evaluation. Education and skills training opportunities and access to funds for entrepreneurial activities, likewise, will empower women and girls to become leaders and change makers in their societies.

MfDR good practices were addressed through presentations of four case studies and early results of country-level readiness assessments. The case studies sparked lively discussion on linkages between results and regional integration. National-level validation workshops on the assessments will constitute the main milestone of country roadmaps leading to action plan implementation.

Building on work done in 2012 at the 5th AfCOP Annual Meeting, the community's internal governance structure was renewed and approved with only a few changes. The nine-member Core Management Team is charged with setting the strategic direction, and may be involved in tasks such as identifying topics for online discussion, providing guidance and input on AfCOP's analytical work and learning events, promoting membership, and working with the AfCOP Secretariat on providing technical guidance. The Advisory Board was also renewed with limited changes, and members of the Advisory Committee were identified to represent key MfDR themes.



AfCOP 6th Annual Meeting and theAFRIK4R Forum on Putting Results First in Africa: Natural resources Management for the Continent's Transformation



EMPOWERING WOMEN IN AGRICULTURE INITIATIVE

In 2012, ACBF collaborated with Femmes Africa Solidarité (FAS) and Gender is My Agenda Campaign (GIMAC) to coordinate the establishment of the Empowering Women in Agriculture (EWA) initiative. EWA promotes and advocates for empowerment of women in agriculture and builds the capacities of African women's organisations to effectively engage on these issues.

2013 Activities included:

- A baseline survey investigated the importance of agriculture for women in Africa, potential gaps, efficient use of resources, and overall added value. The mapping exercise was completed in six countries (Liberia, Burkina Faso, Malawi, Ethiopia, Rwanda, and Tanzania). Two countries (Senegal and Djibouti) have yet to finalise the study.
- Results of a gender in agriculture index and a pilot undertaken in selected countries in Africa were shared at a high-level forum on the EWA initiative meeting organised during the 50th anniversary celebration of the Africa Union (AU) at the 21st AU Summit in May.
- A case study of country-level initiatives by GIMAC members provided micro-level evidence of interventions.
- Ongoing international advocacy efforts aim to get more leaders on board to encourage and strengthen the initiative. Upcoming key policy forums on the continent are opportunities to raise awareness for EWA.
- GIMAC and other women's organisations were sponsored to attend the 21st AU Summit in Addis Ababa and the Mo Ibrahim Foundation Governance Week in November. With these sponsorships, the organisations could participate at important conferences and regional meetings and advocate for and promote women's empowerment in agriculture during the year. A high-level dialogue took place at the Africa 2.0 event in Addis Ababa held as part of the Mo Ibrahim Governance Week celebration.



4: LEVERAGING OUR PARTNERSHIPS TO BUILD A BETTER FUTURE FOR THE CONTINENT

Left to right: Mr. Damoni Kitabire, African Development Bank, Hon. Chidhakwa, Ministry of Environment and Natural Resources, Zimbabwe; Professor Emmanuel Nnadozie, Executive Secretary, ACBF; Mr. Lamine N'Dongo, Lead Results Adviser, African Development Bank, Quality and Results Department and Mr. Amadou Ba, Africa Media Initiative at the 6th AfCOP Annual Meeting and the AFRIK4R Forum, Harare, Zimbabwe



ENGAGEMENT WITH REGIONAL PARTNERS

2013–2014 Survey of the Capacity Needs of Africa's Regional Economic Communities (RECs)

One of the most visible outcomes of the steady economic growth enjoyed by African countries over more than a decade is their engagement in medium- to long-term economic transformation programmes. This is a clear turning point as Africa looks to the future rather than remaining bogged down in endless poverty reduction strategies. To sustain this new and legitimate ambition, African countries have recognised the critical role of capacity building in their development strategies. This recognition calls for more coherence between institutions—either African or multilateral—that financially support capacity building in Africa and cooperation among pan-African organisations in charge of delivering it, and RECs. Unfortunately, cooperation between these key partners has followed the traditional funder-to-grantee model rather than one of strategic partnerships that could lead to effective coordination and harmonisation for more visible results and adequate resource mobilisation.

Itself a fruit of partnership, ACBF has always valued cooperation. In this spirit, in 2013, with the support of the AfDB, the Foundation engaged the AUC, NEPAD, UNECA, and a number of other partners to update its 2006 Survey of the Capacity Needs of Africa's RECs. The objective was to identify RECs' capacity constraints to inform capacity building programmes supported by a variety of institutions. Informed by the assessment, capacity building programmes will support policy formulation and implementation to enhance greater African regional integration and trade. The AU has identified RECs as the key vectors of a successful regional integration in Africa. It is therefore critical that the RECs develop the necessary capacity to support the continent's regional integration agenda.

ACBF was logically entrusted by the AfDB to lead this exercise, in view of its successful conduct of a similar assessment in 2005–2006 leading to a report that is one of its most acclaimed publications to date.

Inception Meeting

From the onset, ACBF engaged other key pan-African institutions in the survey by holding a one-day Inception Workshop at which the following organisations were represented:

- Development Partners: AfDB, NEPAD Planning and Coordinating Agency, World Bank, Afrexim Bank, GIZ, Canadian International Development Agency
- Think Tanks: Botswana Institute of Development Policy Analysis (BIDPA); Centre d'Analyse de Politiques Economique et Sociales (CAPES, Burkina Faso); Centre Mauritanien des d'Analyse de Politiques (CMAP, Mauritania); Consortium pour la Recherche Economique et Sociale (CRES, Senegal); Centre for Regional Integration in Africa (CRI, Ghana); Economic and Social Research Foundation (ESRF, Tanzania); Horn Economic and Social Policy Institute (HESPI); and Kenya Institute of Public Policy Analysis (KIPPRA)

Meeting of Chief Executives

ACBF approached NEPAD through a meeting between the Executive Secretary and the NEPAD Chief Executive Officer on the margins of the AU Summit in Addis Ababa in January. The meeting pointed out the need for a

close partnership between ACBF and NEPAD for the survey. The survey would be an integral step of the capacity building programme that the AUC requested NEPAD to lead, with the assumption that a meaningful programme can be designed only if capacity gaps are clearly identified.

Technical Meetings

During February and March, a number of technical meetings followed at the initiative of ACBF and NEPAD to agree on a common survey methodology, discuss ways to operationalise the decisions made by the chief executives, and to coordinate approaches to avoid duplication of effort.

Field Survey

The RECs reviewed in 2013 included Arab Maghreb Union (AMU), Economic Community of West African States (ECOWAS), Common Market for Eastern and Southern Africa (COMESA), Economic Community of Central African States (ECCAS), East African Community (EAC), and the Southern African Development Community (SADC). The survey will be finalised in 2014. NEPAD and ACBF are working on a commonly owned assessment of the RECs capacity needs to guide the capacity building effort of the ECA, UNDP, and other actors involved.

KEY RESOURCE MOBILISATION ACTIVITIES

In 2013, ACBF focused its resource mobilisation effort on the materialisation of the pledges made by its partners to support the implementation of SMTP III. As of 31 December 2013, pledges to SMTP III stood at USD 189 million, which is USD 30 million below the base-case target of USD 218 million. Pledges at the end of 2013 included USD 100 million from the World Bank, USD 50 million from the AfDB, USD 10 million from Sweden, USD 1 million from UNDP, and USD 28 million from African member countries. ACBF also pursued its cooperation with the Government of Australia on the AACES and responded to a call for proposal issued by the Bill and Melinda Gates Foundation in October.



Bilateral Partners

Despite efforts to revive cooperation with ACBF's traditional partners, Sweden in 2013 remained the only bilateral partner supporting SMTP III.

Multilateral Partners

During 2013, ACBF and its multilateral partners continued negotiating the latter's support to the implementation of SMTP III. These negotiations included appraisal missions by the World Bank and the AfDB, regular implementation support missions, ACBF missions to the headquarters of the two institutions, and internal restructuring and efficiency measures within ACBF. As a result of this joint effort, the board of the World Bank approved the first tranche of its support to SMTP III amounting to USD 65 million. ACBF signed a grant agreement for this amount with the World Bank on 12 December 2013. Negotiations for the first tranche of the AfDB's support to SMTP III ended in May 2013. However, the support, amounting USD 4.6 million, was not approved by the bank's board as of the end of 2013.

African Member Countries

Cape Verde joined ACBF as the 39th African member country on 23 November 2013. Of the 39 member countries, 33 have made a pledge to support SMTP III. South Africa, which is not an official member of the Foundation, has also pledged support to SMTP III. Details of contributions to SMTP III pledges by African countries are presented in Table I.

Australia-Africa Community Engagement Scheme (AACES)

In 2013, ACBF continued the implementation of Contract 61683 with the Government of Australia DFAT, through which the Foundation extends support to AACES. To support the implementation of this contract, the Foundation signed a Host Country Agreement with the Government of Kenya on 25 February, 2013 and established representation in this country. In July 2013, the team dedicated to this project moved from Harare to Nairobi, which has significantly improved communication with the Foundation's Australian partners (government and NGOs).

Table I: African Member Country Pledges and Payments to SMPT III as of 31 December 2013
(Payments received in 2014 are not reflected in this table)

Country	Total Pledge (USD)	Payments in 2012 (USD)	Payments in 2013 (USD)	Total Paid as of 31 December 2013 (USD)	Outstanding Balance as of 31 December 2013 (USD)	% Outstanding
Benin	500,000	-	-	-	500,000	100%
Burkina Faso	500,000	97,750	99,950	197,700	302,300	60%
Burundi	500,000	86,716	83,303	170,019	329,981	66%
Cameroon	750,000	-	750,000	750,000	-	0%
Cape Verde	500,000	-	-	-	500,000	100%
Central African Republic	500,000	-	-	-	500,000	100%
Chad	1,000,000	192,731	-	192,731	807,269	81%
Democratic Republic of Congo	750,000	-	-	-	750,000	100%
Republic of Congo	1,000,000	140,000	-	140,000	860,000	86%
Côte d'Ivoire	2,000,000	-	-	-	2,000,000	100%
Djibouti	500,000	-	100,000	100,000	400,000	80%
Ethiopia	250,000	-	49,980	49,980	200,020	80%
Gabon	1,200,000	-	480,000	480,000	720,000	60%
Gambia	500,000	50,969	29,481	80,450	419,550	84%
Ghana	1,500,000	-	-	-	1,500,000	100%
Guinea	500,000	-	500,000	500,000	-	0%
Kenya	500,000	100,000	-	100,000	400,000	80%
Liberia	500,000	-	-	-	500,000	100%
Malawi	500,000	-	-	-	500,000	100%
Mali	500,000	111,775	315,374	427,149	72,851	15%
Mauritania	500,000	-	-	-	500,000	100%
Namibia	250,000	50,000	50,000	100,000	150,000	60%
Niger	500,000	-	-	-	500,000	100%
Nigeria	5,000,000	-	3,459,796	3,459,796	1,540,204	31%
Rwanda	600,000	-	600,000	600,000	-	0%
Senegal	500,000	-	-	-	500,000	100%
Sierra Leone	750,000	-	-	-	750,000	100%
South Africa	500,000	-	166,667	166,667	333,333	67%
Swaziland	500,000	40,177	292,839	333,016	166,984	33%
Tanzania	1,500,000	297,000	-	297,000	1,203,000	80%
Togo	500,000	-	99,950	99,950	400,050	80%
Uganda	600,000	-	-	-	600,000	100%
Zambia	500,000	120,873	79,966	200,839	299,161	60%
Zimbabwe	1,500,000	750,000	750,000	1,500,000	-	0%
Total	28,150,000	2,037,991	7,907,306	9,945,297	18,204,703	64.7%

5: MAKING IT HAPPEN—OUR COMMITTED STAFF

Grace Kaimila-Kanjo	Chief Operating Officer (Malawi)	Edem Messa-Gavo	Monitoring and Evaluation Expert (Togo)
Aubrey Phiri	Chief Finance Officer (Malawi)	Gallina Moutou	Administration Officer (Congo Brazzaville)
Dieynaba Tandian	Chief of Staff (Senegal)	Thomas Moyo	Monitoring and Evaluation Expert (Zambia)
Coffi Noumon	Regional Director, Operations, West and Central Africa (Benin)	Robert Nantchouang	Knowledge Management Expert (Cameroon)
Roger Atindehou	Manager, Operations East and Southern Africa (Benin)	Beruk Negash	Programme Officer (Ethiopia)
Bakary Koné	Manager, External Affairs and Partnerships (Côte d'Ivoire)	Sophie Ncube	Aide to the Chief of Staff (Zimbabwe)
Shupikayi Chimhini	Legal Counsel (Zimbabwe)	Claude Sinzogan	Senior Programme Officer (Benin)
Kobena Hanson	Head, Knowledge and Learning (Ghana)	Claude Sokpor	Disbursement Officer (Togo)
James Kakooza	Head, Monitoring and Evaluation (Uganda)	Chriswell Vava	ICT Officer (Zimbabwe)
Geremew Woldeyohannes	Head, Internal Audit (Ethiopia)	Grace Wamala	Programme Officer (Uganda)
Dickson Antwi	Senior Programme Officer (Ghana)	Marie-Thérèse Bampassy-	Executive Assistant (Senegal)
Folasade Ayonrinde	Senior Programme Officer (Nigeria)	Kadurira	
Siaka Coulibaly	Senior Programme Officer (Burkina Faso)	Aku Burawudi	Protocol Assistant (Togo)
Ernest Etti	Senior Programme Officer (Cameroon)	Jasca Chamusanga	Administrative Assistant (Zimbabwe)
Nyawira Miano	Senior Programme Officer (Kenya)	Mollyn Chimuka	Administrative Assistant (Zimbabwe)
Franklin Mutahakana	Senior Programme Officer (Uganda)	Senzeni Chingonzo	Administrative Assistant (Zimbabwe)
Fasil Yilma Tekeleselassie	Senior ICT Officer (Ethiopia)	Rose Chipfupa	Administrative Assistant (Zimbabwe)
Caroline Alupo	Risk Management and Control Officer (Uganda)	Lindiwe Dube	Special Assistant (South Africa)
Fatim Basse-Maiyaki	Programme Officer (Senegal)	Patience Jambaya	Accounts Assistant (Zimbabwe)
Kwabena Boakye	Monitoring and Evaluation Expert (Ghana)	Phumuzile Khumalo	Administrative Assistant (Zimbabwe)
Oula Coulibaly	Programme Officer (Burkina Faso)	Allen Machezano	Administration and Stores Assistant (Zimbabwe)
Stephane Eboko	Resource Mobilisation Officer (Cameroon)	Cathrine Mambosasa	Administrative Assistant (Zimbabwe)
Ebbah Gadaga	Human Resources Officer (Zimbabwe)	Theodora Mapfumo	Administrative Assistant (Zimbabwe)
Alfred Gumbwa	Librarian (Zimbabwe)	Walter Mangwende	Publications Assistant (Zimbabwe)
Ali Hissein	Risk Management and Control Officer (Chad)	Patricia Muganhu	Administrative Assistant (Zimbabwe)
Rutendo Kambarami	Communications Officer (Zimbabwe)	Memory Munyurwa	Accounts Assistant (Zimbabwe)
Jules R. Ketcha Nzoundji	Disbursement Officer (Cameroon)	Barbra Pasipanodya	Travel Assistant (Zimbabwe)
Guy-Roland Kone	Internal Auditor (Côte d'Ivoire)	Thomas Sipapate	ICT Assistant (Zimbabwe)
Teza Kowa	Accounting Officer (Zambia)	Veronica Sithole	Procurement Assistant (Zimbabwe)
Towera Luhanga	Programme Officer (Malawi)	Jonathan Sithole	Senior Transport Assistant (Zimbabwe)
Tendayi Makuyana	Disbursement Officer (Zimbabwe)	Rodreck Gwidiba	Office Assistant (Zimbabwe)
Mekonnen Mekasha	Budget and Finance Officer (Ethiopia)		