



THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITÉS EN AFRIQUE

ACHIEVEMENTS AND IMPACTS

ACBF's Capacity Building Interventions in Africa (1991–2016)



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Foreword

Capacity building, as has been said on so many occasions, is a long-term endeavor, one where success is achieved through patient investment and consistent effort. It is also an activity whose direct results are mostly of the time intangible and externalized. These are the challenges facing organizations in the business of capacity development. And the African Capacity Building Foundation, established in 1991 by African countries and their international development partners, is no exception to this reality.

This notwithstanding, the Foundation has, in its 25 years 1991–2016, emerged as one of the leading pan-African capacity building institutions. During this period, it has made significant and sustained investments in developing individual, organizational, and institutional capacities that have contributed to economic growth and development across the continent.

ACBF has promoted evidence-based policymaking based on research. It has empowered and equipped public sector decisionmakers, managers, and academicians with relevant skills and competencies, reflected in effective training programs, in high-performing academic institutions, and in better service delivery.

ACBF has also strengthened key institutions for development. It has created and strengthened spaces and platforms for inclusive engagement and the effective participation of non-state actors in national development process. And it has enhanced the effectiveness of national institutions for accountability and oversight.

I am fully aware that ACBF's success is the success of its benefactors—including 39 African and 15 non-African member countries, the African Development Bank, the United Nations Development Programme, the World Bank—as well as its committed implementing partners, its competent and dedicated staff, and its governing organs.

This booklet is part of ACBF's effort to share knowledge and lessons of its capacity development interventions by highlighting success stories across the continent. It showcases excerpts from an extensive results-based assessment of the Foundation's capacity investments across Africa at national, regional, and continental levels over the past 25 years, conducted by the African Evaluation Association.

These stories are being shared as part of the third Capacity Development Forum and the ACBF's 25th Anniversary. Both provide unique opportunities to reflect and consolidate our teamwork for greater successes in capacity development in Africa. In highlighting some of the success stories of the Foundation's investments over the past 25 years, the booklet details some key achievements and impacts of the projects and programs it funded.

Prof. Emmanuel Nnadozie
Executive Secretary
The African Capacity Building Foundation



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Introduction and background

Since its establishment in 1991, the African Capacity Building Foundation (ACBF) has emerged as one of the leading capacity development organizations in Africa. It has catalyzed scalable change in Africa by investing in capacity building initiatives in the public and private sectors and civil society organizations. How? By implementing demand-driven projects and programs, providing tailor-made technical and advisory support to its partners, and generating, managing, and sharing knowledge on best practices in capacity building and development management.

The Foundation has strengthened the capabilities of public sector institutions and created platforms for inclusive policy engagement. It has empowered senior public sector officials and managers who are leading national and regional development processes. It has strengthened and equipped a number of higher education institutions, most of which have emerged as top notch universities that have trained and deployed a cadre of highly skilled and capable academicians as well as macroeconomic and financial management experts,

many of whom are senior officials at central banks and ministries of finance and development planning. And it has contributed to improving accountability and parliamentary oversight across the continent by enhancing the skills and competencies of parliamentarians and improving the capabilities of parliamentary institutions.

At the regional level, ACBF has improved the generation and use of research-based evidence for decisionmaking. It has supported the enhancement of policy research capabilities of regional economic communities such as the Common Market of Eastern and Southern Africa and the Economic Community of West Africa States. It has also generated and disseminated research-based evidence to inform some of the strategic engagements of the African Union (AU).

This booklet highlights success stories of the African Capacity Building Foundation's investments in Africa over the past 25 years, detailing some of the key achievements and impacts of projects and programs it funded.



Looking back: Our achievements and impacts

The value proposition and benefits of ACBF were clearly articulated in the speech of Edward “Kim” Jaycox, a former Vice President of the Africa Region of the World Bank, during a stakeholder meeting in New York in 1989 prior to the ACBF’s establishment. “The goal and vision can be stated relatively simply: 10, 15, 20 years from now, every Sub-Saharan African country could have its own cadre of very good policy analysts and economic managers—and Africa could have clusters of first-class training and management institutions. There will be much less need for technical assistance and expatriate advisors in these areas. More important, Sub-Saharan Africa will be in more control of its economic destiny, less vulnerable to external shocks and more competitive in the global market place. ... Africa must have its capacities.”

On 9 February 1991, the African Capacity Building Foundation (ACBF) was launched by the World Bank, United Nations Development Programme, African Development Bank, African Governments, and bilateral partners. Over the years, the

Foundation has been successful in pursuing its objectives and contributing to the continent’s development.

Described here are examples of the catalytic effect of ACBF’s capacity building investments in six areas of support:

- Enhancing capacity for effective policy formulation and management.
- Macroeconomic, financial, and debt management.
- Enhancing performance of academics and public sector managers/officials.
- Enhancing inclusiveness and effective participation of non-state actors in sustainable development.
- Improving accountability and Parliamentary oversight at national and regional levels.
- Enhancing the policy research capabilities of regional economic communities.



Enhancing capacity for effective policy formulation and management

The Foundation has promoted evidence-based policymaking in Africa. It has supported the generation and use of research-based evidence for decisionmaking across African countries. Since its establishment, it has played a lead role in establishing and nurturing more than 41 policy institutes/think tanks. Most of them have become centers of excellence and a first point of call for policy research products and services in their countries. They have generated and disseminated quality and relevant research findings and recommendations that have informed, re-enforced, and influenced national policies and program. They have also played a lead role in national task forces and policy engagements. And they have increased the voice and participation of non-state actors and the private sector in national policy processes by creating spaces and platforms for policy engagements—such as setting research agendas, reviewing policies, and conducting media debates and forums.

Promoting private sector development in Botswana

The Government of Botswana established the Citizen Entrepreneurial Development Agency (CEDA) in 2001 to replace the Financial Assistance Programme (FAP) initiated in 1982. FAP was set up to provide small, medium and large-scale business owners mainly in manufacturing, agriculture and tourism sectors with grants for business start-ups and expansion of existing entities in line with the government's strategy to promote local enterprise development and private sector competitiveness.

The Botswana Institute for Development Policy and Analysis (BIDPA), one of the policy institutes supported by ACBF, was engaged by the Government of Botswana in 2000 to assess FAP's relevance and effectiveness in achieving its objectives.

The Institute's evaluation identified major weaknesses including high failure rate of 70% for large, 40% for medium, and 35% for small businesses. It also identified poor management and abuse of the program, over-investment and poor monitoring systems as some of the key constraints inhibiting the achievement of the intended objectives.

Based on BIDPA's recommendations, the Government phased out FAP and replaced it with CEDA, which provides loans to citizen business owners at subsidized interest rates as opposed to outright grants. CEDA also provides venture capital fund for citizen companies as well as joint ventures with foreign investors. It has a comprehensive monitoring systems and standardized procedures for business evaluation and selection, client referrals and follow-ups. And it provides tailor-made training and mentorship services to its clients to ensure that they can grow their ventures.

CEDA is managed by highly skilled professional and specialized personnel who are able to respond to and provide quality and timely business development and support services to their clients. A strong research component allows it to document and feed back lessons and innovations into its services and strategies. It collaborates with the Local Enterprise Authority, established in 2004 to promote highly specialized enterprise development and support services, including facilitating business planning, training, mentorship and advisory services, identifying business opportunities, promoting local and international business linkages, and facilitating access to markets.

CEDA remains one of the best performing institutions that supports the local business community, with tailor-made



packages for a cross section of business sectors including the Young Farmers Fund, introduced to combat youth unemployment. CEDA has transformed the development and profitability of private enterprises in Botswana. In 2012 CEDA reported that 70% of its projects had survived for more than three years. It had also facilitated the creation of 1,892 new jobs. But smaller firms still faced the usual constraints of finance infrastructure services, and market access, especially outside Gaborone, the capital. So BIDPA surveyed more than 100 smaller firms and released its recommendations in 2012 on how CEDA could strengthen its programs supporting them.

Notably, BIDPA ranked 4th among African think tanks on the 2015 Global Go To Think Tank Index, up from 12th in 2012 and 29th in 2011.

The Ethiopian Development Research Institute (EDRI), Addis Ababa, Ethiopia

The Ethiopian Development Research Institute (EDRI) was formed in 1999 as a semi-autonomous policy institute under the Office of the Prime Minister. Its mandate is to undertake policy analysis and research targeted at benefiting the public sector, the private sector, and civil society. Thanks to ACBF's catalytic funding and support from other donors—including UNDP, IFPRI, Goteborg University, Government of Japan, and the Think Tank Initiative—EDRI is well positioned to provide evidence-based policy research support to the government and other clients in the country.

Early on, EDRI could not secure and retain highly skilled and capable researchers. So, the first ACBF grant to the institute focused on strengthening its human and institutional capabilities. Initially, ACBF supported the training of 14 EDRI research staff at postgraduate level (13 MAs and 1 PhD). Later, it funded the recruitment and training of outstanding graduates from public universities to pursue their M.Sc. degrees in renowned universities mostly in Europe and Japan.

With the sponsorship of co-financiers such as UNDP and the Government of Japan, some beneficiaries continued their education up to the PhD level. All the beneficiaries, except one, have returned to Ethiopia and are now working at the Institute.

The human and institutional support provided by ACBF and other partners enabled EDRI to increase its human capital, which has translated into the delivery of quality and timely policy research products and services to its clients. EDRI has emerged as one of the top think tanks in the country. It has carved an enviable niche and a positive image as a legitimate and preferred think tank. EDRI now has 21 research staff, 15 with PhDs and 4 still in training abroad.

Moreover, the support from ACBF and other partners has enabled EDRI to generate research-based evidence that has informed and influenced a number of government policies and programs in Ethiopia. For example:

- The Ethiopian Social Accounting Matrix (SAM), developed by EDRI, informed Ethiopia's position on joining COMESA's Free Trade Area and Customs Union.
- A research study by EDRI's underpinned the establishment of the Ethiopian Commodity Exchange (ECEX) and the Trade Competition and Consumers Affair Authority under the Ministry of Trade.
- EDRI has also contributed to the effort of the government to modernize the trade sector by establishing a modern wholesale trading system in Ethiopia that can serve as a model for the private sector.
- It has been part of a national task force diagnosing and proposing strategies for enhancing customs and logistics systems.
- It has engendered inclusive policy engagement and the participation of relevant stakeholders in national policy processes. It created networks with other research organizations, such as the: Ethiopian Agricultural Research Organization, the Ethiopian



Economic Association, the Economics Department of Addis Ababa University, and the Ethiopian Agricultural Economics Association—all promoting knowledge sharing, sourcing ideas, and enhancing consistency in national policy research and advocacy.

Promoting effective macroeconomic governance in Ghana

The Center for Economic Policy Analysis, one of the first policy institutes established by ACBF, has been at the forefront of economic policy research and analysis in Ghana since 1992. It has developed and disseminated a number of strategic research studies and recommendations that have informed and influenced policies and programs.

- The government's pro-poor growth strategy was informed by a CEPA study. The strategy, based on geographical/ecological belt-by-belt demarcation, re-focused the national development strategy along the Guinea savannah, Forest and Coastal Belts. The new strategy has enhanced the targeting of government development initiatives. For example, the Savannah Accelerated Development Authority (SADA), a direct outcome of the new strategy, is a targeted intervention promoting accelerated development and poverty reduction in the three northern regions.
- CEPA's inflation forecast influenced the decision by the Monetary Policy Committee of the bank of Ghana to hold the MPR steady at 13.5% per annum from September 2010. The adjustment of the MPR contributed to the macroeconomic stability and the improved business environment in the country.
- In view of the disruption in trade with the EU and its repercussions on the Ghanaian economy, the government commissioned CEPA to present a position paper on the Economic Partnership Agreement and the options available. CEPA developed and produced a Market Access Offer for the Stepping-Stone EPA. It was central to Ghana's negotiating team and was

instrumental in advising government to initial the Interim Economic Partnership Agreement (a bilateral agreement) between the Government of Ghana and the European Union on December 13, 2007.

Improving public service delivery and performance evaluation in Rwanda

The Institute for Policy Analysis and Research (IPAR) in Rwanda, an autonomous policy institute established in 2008, is one of the leading policy institutes in Africa created and supported by the ACBF. It has supported and influenced significant national policies and programs. It has also attained a very high legitimacy and visibility among state and non-state actors, increasing the demand for its research products and services.

Although IPAR is an autonomous institution, the Rwandan government is the main client and user of its services. The institute also provides services to and collaborates with the World Bank, the African Development Bank (AfDB), the United Nation's Development Program (UNDP) and other international development organizations.

In 2013, IPAR was contracted by the government to lead the evaluation of the *Imihigo*—an annual performance agreement between the President and ministers and mayors. It conducted an independent and objective assessment and recommended ways of improving service delivery and planning, including setting performance targets for the coming year.

Unlike the failure of performance management systems in the civil services around the globe, the *Imihigo* has been fully accepted and owned by Rwanda's leaders, with the findings and recommendations informing both political and program-oriented decisionmaking.

Rwanda has made remarkable progress towards achieving the goal of becoming a middle income country as reflected by its Vision 2020. This is evident through significant socio-economic



transformation observed in the last decade as a result of the implementation of programs under the Economic Development and Poverty Reduction Strategy, EDPRS 1&2. Rwanda's progress is mainly attributed to implementation of Performance contracts (*Imihigo*). These performance contracts have proved to be a planning and monitoring tool to deliver the EDPRS targets and to sustain the momentum towards delivering the sustainable development goals.

The *Imihigo* harnessed traditional indigenous knowledge to drive development and service delivery. It has become a home-grown initiative that is invaluable as a tool for planning, monitoring, and evaluating the impacts of development policies.

Since IPAR was first contracted by the Prime Minister's office in 2013, it has completed two evaluations of *Imihigo*, with the outcomes and recommendations used by the President and the ministers and district mayors for accountability purposes and as a basis for annual planning and investment.

Promoting evidence-based research for strategic policymaking in Kenya

Among the first policy research institutes established by the Government of Kenya in 1994 with support from ACBF. KIPRA has provided insightful research-based evidence to inform strategic policies, programs, and projects of the government and other stakeholders. The Economic Partnership Agreement study is one of the many research engagements supported by ACBF. The Government of Kenya's Economic Partnership Agreement enables Kenyan exports to enter EU markets without any tax, a huge relief for the Kenyan exporters. In January 2014, the government asked the Kenya Institute for Public Policy Research and Analysis (KIPPRA) to provide it with evidence-based information to guide its decisions on the signing of the Economic Partnership Agreement.

The call on KIPPRA was in line with the government's trust in its capabilities and in the quality and relevance of its policy research and recommendation. KIPPRA provided empirical evidence and recommendations that enabled the government to move forward with the Economic Partnership Agreement. To ensure quality and relevance of the research, KIPPRA adopted a participatory approach backed by a multifaceted team. The team is comprised of individuals with extensive technical expertise in economic and trade analysis as well as highly experienced senior government officials conversant with the intricacies of trade negotiations. The key stakeholders participating in the research included the European Union, the East African Community, the government, civil society, exporters and the larger business community in Kenya, and the media. This participatory and inclusive strategy promoted early-buy in, ownership, and use of the study's outcomes.

Promoting equitable development of constituencies in Zambia

The Zambia Institute for Policy Analysis and Research (ZIPAR), created and supported by ACBF, developed an alternative allocation model aimed at enhancing allocations of the Constituency Development Fund (CDF). The study and follow-up presentations and engagement with government and other stakeholders spurred inquiries and deliberations of the existing allocation model.

Approved by the Parliament of Zambia in 1995, the CDF administered through local governments to all constituencies in Zambia. It is the only fund that goes directly to communities and thus is an important vehicle for meeting their priority needs. But each constituency of the fund received the same amount without taking into account their heterogeneity, including their location and endowment, making a 'one size fits all' program. But the reality is that constituencies in Zambia differ immensely in terms of geographical size, population size and the levels of deprivations.



In the 2015 budget, the government introduced a Local Government Equalization Fund that will use a new resource allocation model to disburse funds based on needs. This new approach is a direct outcome of ZIPAR's study on Resource Allocation Model for the Constituency Development Fund.

The impact of the new allocation model was also cemented when a prominent member of parliament, Hon. Given Lubinda, visited ZIPAR offices on 13 August 2014 without prior notice. He was interested in the model and requested copies of the study. He also wanted to know about other research studies that ZIPAR had done.

By adopting a model that considers the needs and priorities of individual constituencies, the CDF can go a long way to promote equitable development of the constituencies and Zambia at large.

Evidence-based research for transforming the fisheries sector in Tanzania

The fisheries potential for the economic development and poverty reduction has not been fully exploited because the instruments guiding the sector—the Fisheries Act of 2003, the National Fisheries Sector Policy of 1997, and the Fisheries Sector Development Programme of 2010—have not re-oriented the sub-sector from traditional subsistence to the desired commercial levels.

Supported by the African Capacity Building Foundation (ACBF), the Economic and Social Research Foundation (ESRF) conducted a study to provide stakeholders including public sector decisionmakers with research-based evidence on the constraints that hinder fish farming in Tanzania. It also recommends strategies to improve the design and implementation of policies and programs to enhance the economic value of fisheries.

The study elaborated on the fish value chain including trade, employment, and job creation in the fishing communities, with special emphasis on pond fishing. The findings informed the design of the Fish Pond Value Chain Project, which is intended to improve fish farming, food security, and nutrition. It covered fish farmers in six regions: Morogoro, Mbeya, Njombe, Ruvuma, Kilimanjaro, and Kagera. Without the study's evidence, it would have been very difficult to guide the actions of key stakeholders, especially the government, and implement the project.

Advancing policy research in Uganda

Kampala's Economic Policy Research Centre (EPRC), established in 1993, fosters sustainable growth and development by advancing the role of research in policy processes. The EPRC has evolved into a high-quality research organization, contributing to the formulation of national policies and programs. The Centre's research work and studies have informed the Poverty Eradication Action Plan, Country Economic Memorandum, Economic Reviews of National Budgets, National Development Plan for 2008–2013 (NDP), Plan for Modernisation of Agriculture, Medium-Term Competitive Strategy for the Private Sector, National Household Surveys, and Poverty and Social Impact Assessments. EPRC's public expenditure review fed into government's Medium Term Expenditure Framework (MTEF). Its public expenditure tracking studies in education and agriculture influenced public finance management at the sector level. And its work on social protection is being used to inform the ongoing development of a social protection framework for Uganda.

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



EPRC has sound networking relations and linkages with such reputable institutions as the African Economic Research Consortium (AERC), the Centre for the Study of African Economies at Oxford University, the World Bank, the International Food Policy Research Institute (IFPRI), and various policy research organizations in Sub-Saharan Africa. Its reputation for high quality research and linkages with other researchers has attracted work commissioned by development partners such as the World Bank, UNDP, UNICEF, DfID, and AfDB. The Centre has also been active in organizing and disseminating research findings at seminars, workshops, and conferences. And its participation in policy forums has enriched and informed the policy debate, design, monitoring, and evaluation of many policies and programs in the country.

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

Improving domestic revenue mobilization of regional governments in Ethiopia

The government of Ethiopia embarked on a new development trajectory guided by the Growth and Transformation Plan, 2010–2015. The focus was to attain a middle-income status with average GDP growth of 11 percent by 2015. The plan emphasized laying a foundation for the industrial sector to take the lead in the economic and social transformation. Accordingly,

Ethiopia required about 1,184.8 billion Birr (USD 72 billion) to finance the various projects outlined in the plan, with more than 68 percent expected to come from domestic sources, primarily from domestic tax revenue.

The regional government of Southern Nations Nationalities and People's Regional State in Ethiopia reached out to the Ethiopia Economics Association, an ACBF-supported policy institute, to provide research-based policy options and hands-on technical support to improve their capabilities in mobilizing adequate tax revenue to finance its projects and programs.

The request was underpinned by the fact that the regional government lacked the capacity to mobilize adequate tax revenue. The average regional tax revenue-to-regional GDP ratio was estimated to be only 1.7 between 2005 and 2010. Over 84 percent of the Region's budget was subsidized by the federal government, 3 percent from non-tax revenues, so only about 13 percent came from its own tax revenues.

The research and technical support from the EEA enabled the state to identify the revenue potential, revise its tax policies, and develop and operationalize effective tax collection strategies. The hands-on technical support also improved the skills and competencies of the staff of the Bureau of Revenue to manage and provide technical oversight for revenue planning, implementation monitoring and evaluation in the region.

The Bureau has adopted and implemented most of the recommendations in the study. It used the findings of the study when preparing the 2011–12 regional annual work plans, setting annual revenue targets for each *woreda* (district) and municipal town. It also used the findings to support its M&E functions. The biannual M&E process compares the revenue collected during each period against annual agreed-upon targets and estimated revenue potential.



Improving the macroeconomic, financial, and debt management capabilities of central banks and ministries of finance and development planning

In line with its drive to promote growth and sustainable development on the continent, the foundation has supported capacity building interventions to improve macroeconomic stability and prudent financial management. Capacity building projects and programs have built the skills and competencies of central banks and ministries of finance and economic development and planning. The interventions have equipped the institutions with relevant microeconomic, financial, and debt management tools and frameworks—as well as hands-on technical skills to effectively carry out their mandates. Noticeable macroeconomic and financial management improvements on the continent were achieved through contributions of the following: West Africa Institute for Financial and Economic Management, the Macroeconomic and Financial Management Institute of Eastern and Southern Africa, and Pole Dette managed by the Training Centre of the Central Bank of West Africa States.

Mastering public debt management for development results

Established at a roundtable meeting of funders on 5 October 1999 in Paris, the Pôle-Dette (Debt Management Capacity Building) began operations in May 2000, with ACBF as one of the key funders. It was created to provide a solution to the difficulties of several countries in managing their public finances—particularly in implementing consistent and sustainable debt policies.

Pôle-Dette’s activities mainly targeted 14 member states that belong to the “Communauté Economique et Monétaire

des Etats de l’Afrique Centrale” (CEMAC) and the “Union Economique et Monétaire Ouest Africaine” (UEMOA): Benin, Burkina Faso, Cameroon, the Central African Republic, Chad, Congo, Côte d’Ivoire, Equatorial Guinea, Gabon, Guinea Bissau, Mali, Niger, Senegal and Togo. But they also reached debt management officials from countries that are not members of CEMAC and UEMOA, such as Burundi, Comoros, the Democratic Republic of Congo, Guinea, Mauritania, Rwanda, and São Tomé & Príncipe.

The Pôle-Dette was successful in reforming policies, enhancing skills, and implementing debt management interventions in the targeted countries.

- It increased ownership of best practices in public debt management by beneficiary countries in four areas: reforming the legal and institutional framework for public debt management; strengthening coordination between management of public debt and budgetary and monetary policies; promoting strategic and operational management of public debt; and enhancing monitoring and evaluation of public debt management, along with improving debt governance in CEMA and UEMOA.
- It facilitated the adoption of the regulation related to the Reference Framework for Public Debt Policy and Public Debt Management by CEMAC and UEMOA in 2007 and by The Comoros in 2008. This regulation clearly defines the institutional and legal frameworks for public debt management along the following criteria: clear definition of responsibilities and roles, as well as segregation of



duties in debt management; boundaries and control responsibilities in direct or conditional state contractual commitments; better organization of information flow; exhaustive handling of debt; systematization of formal public debt strategies; requirements for transparency and public information, especially when a country mobilizes funds from the public; and monitoring and evaluation.

- It engendered change in attitude and behavior of the staff in charge of public debt management: increased acquaintance with debt and its effects and a more positive perception of donors: the “fear” of debt has decreased; increased professional effectiveness: new careers have emerged in debt management; enhanced teamwork capacity among the debt management staff; systematic information sharing leading to steady enrichment of debt databases; efficient use of information technology and debt management software.

Improving capacity for macroeconomic policy formulation and management in Southern and Eastern Africa

The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) is a regionally owned Institute comprising 14 member states. Established in 1994, it directly contributes to improved macroeconomic, debt, and financial management in the region. It has built and

strengthened skills and competencies of senior officials and technical staff of central banks, ministries of finance and economic planning, and other stakeholders. It has supported client institutions to develop operational instruments such as macroeconomic models, procedures, and manuals that enable the beneficiaries to improve their services.

ACBF is a key partner of MEFMI’s capacity building interventions. Since 2001, it has provided grants of \$9 million in addition to technical support for its capacity building in member countries.

The tailor-made, country-focused, and hands-on training and in-country technical and advisory services have sharpened the skills and competencies of client institution to develop and operationalize macroeconomic tools that improve the accuracy of the forecasts from their macroeconomic models and frameworks. For example, MEFMI has supported Botswana, Namibia, and Swaziland to develop macroeconomic models and economic activity indicators that are being used for macroeconomic forecasting to proxy the performance of the economy in the short to medium term. These models, coupled with the tailor-made training and technical assistance, have improved policy coordination and macroeconomic consistency in the countries.

Member countries use the models and frameworks to formulate and implement monetary policies and to inform national budgets. These developments have also stimulated demand from such non-member countries as Ethiopia and South Sudan.



Improving economic policy management and public sector management

The Foundation has equipped and empowered public officials, leaders, and professionals who lead and manage policy processes and programs. Under this broad intervention area, it has contributed to and supported the development and implementation of top-notch training programs in areas such as policy formulation and analysis, financial management, and public sector management.

ACBF rolled out two Master's degree programs—one in Economic Policy Management, the other in Public Sector Management—in the early 1990s tailored to the needs of the continent. To date, the Foundation has established seven EPM programs, which produce an average of 35 graduates every year, and three PSM clusters (Accra, Libreville, and Mutare). Most graduates are in top leadership and management positions in the public, private, and international development organizations on the continent—among them, the Deputy Director of Ghana Stock Exchange, a former Vice President of Zimbabwe, and the Director General of Public Services Commission in Sierra Leone.

Furthermore, ACBF's capacity building support in Kenya and Burkina Faso has developed a critical mass of lecturers with PhDs and other professional capabilities. The capacity enhancement has also improved the ratings of some institutions.

ACBF support to the Association of Africa Universities has improved managerial and administrative effectiveness of vice chancellors and staff of universities in Africa. And its support to the Women's University in Africa kept their doors open during the peak of Zimbabwe's macroeconomic crises and enabled them to grow since then, with an average annual enrollment of 1,500 students and a graduation rate of 95%.

Promoting skills in science and technology

As a young regional research-focused university with mandate to educate the next generation of scientists and engineers, the African University of Science and Technology (AUST) commenced full operations at Abuja in 2007. Some of the early challenges included providing appropriate infrastructure to support teaching and research, attracting and retaining high caliber resident and visiting faculty, and enhancing the skills of its staff to discharge their functions efficiently.

More recent activities include training 13 middle management staff in various specialized courses and engaging 24 PhD students as teaching assistants to deliver tutorials to MSc students. The training ran from March through November 2015 and enabled staff to take up more challenging tasks.

AUST also has access to high-quality visiting faculty, which it could not have otherwise reached, such as recent PhDs for post-doctoral programs from Princeton University and the University of Delaware.

Scholarships were awarded to 21 female MSc students from Ghana, Chad, Cameroon, and Nigeria in the 2015/2016 academic year. Providing fiber optics and expanding the internet bandwidth from 1MB to 15MB has enhanced internet use for research and training, particularly through a new video conferencing facility.

Strengthening public sector capacity in South Sudan

As a new nation, South Sudan faces the challenge of delivering quality goods and services to its people. It lacks skilled personnel to lead and manage national institutions



and the development processes, a challenge exacerbated by the conflict that drove many civil servants and public officials from the country. The African Capacity Building Foundation, in collaboration with UNDP, provided a grant of US\$2.25 million to strengthen capacity for effective public sector delivery and impact.

The project has increased the capacity of more than 157 officials (director generals, deputies and directors) from 19 public ministries and institutions. Tailormade executive training equipped them with competencies in financial management and human resources development including human resource planning, developing and implementing strategic plans, leadership and people management. Feedback shows that the training empowered them to do their work more effectively.

The training was very good in terms of human resource management and planning. I will now be able to apply results oriented management in my workplace. Emmanuel Apio Lok, D/Director of HRM, Ministry of Cabinet Affairs

This very educative and empowering seminar and training was relevant. It is a demonstration that training and capacity building should be done at home to minimize financial expenditure. William Obwony Yor, A/Director of Pension & Social Insurance, Ministry of Labour, Public Service & HRM

The training has given me more knowledge and new ways of implementing some tasks. As A/Director for industrial relations, this training acts as a link between public and private sector in terms of human resources and strategic thinking. This type of training should continue and cover at least 60% of employees from different government institutions. Manoh Bataly Scopas, A/Director, Civil Service Commission

The training was beneficial to me. I have acquired much experience. It was an important type of training absolutely related to my current job as a human resource manager. Richard Efil Smplicio, D/Director for Macroeconomics Planning, Ministry of Finance and Economic Planning

Preparing graduates in banking and finance at the Centre Africain d'Etudes Supérieures en Gestion

Since 2000, ACBF has been supporting the Banking and Finance Master's Degree Program at the Centre Africain d'Etudes Supérieures en Gestion (CESAG). The main objective is to build the institutional and human capacity of CESAG to organize a Master's program of international standards. Based in Dakar, CESAG is now the only training institution in West and Central Africa with the institutional and human capacity to organize and award a MBF recognized by the Conseil Africain et Malgache de l'Enseignement Supérieur (CAMES).

When it was established, CESAG's MBF was a radical institutional and pedagogical innovation in Africa due to its design, duration, mode of delivery, and linguistic and geographical coverage. Partnerships with several African, European, and North American training institutions provide trainers, hardware, and software. CESAG's MBF Project promoters and CESAG's parent institutions—the Banque Centrale des Etats de l'Afrique de Ouest and the Banque des Etats de l'Afrique Centrale—have strategic partnerships with the Bank of France, INSEAD, New York University's Stern School of Business, and the University of Brussels.

Over the years ACBF has continued to strengthen the implementation of CESAG's Master's degree program in banking and finance and to enhance its sustainability. A recent grant will help train an additional 400 middle and high-level African managers in banking and finance and strengthen networking with relevant professional associations, training institutions and corporations, raising the visibility and accessibility of the program.

Program completion rates are 100%, and 98% of the graduates were recruited by key financial institutions. In 2008, CESAG's MBF was recognized as Africa's leading program in banking and finance, ranked #1 by the newspaper Jeune Afrique.



Enhancing the inclusiveness and effective participation of non-state actors in management development

ACBF has also created space for the inclusive engagement and participation of the private sector and civil society organizations, including women's organizations and media associations, in national and regional development processes. It has supported the institutional development and operational effectiveness of eight national NGOs, private sector, and media organizations: the Co-ordinating Assembly of Non-Governmental Organizations in Swaziland, the Lesotho Council of NGOs, Association of NGOs in Gambia, the non-governmental Organisations Coordinating Committee in Zambia, the Botswana Council of NGOs, the Zambia Chamber of Small & Medium Business Association, the West African Journalist Association, and the Media Institute of Southern Africa. The support has enabled them to amplify the voices of the private sector and ordinary citizens in national policies and programs.

Below is a snapshot of some of the success stories of ACBF's support towards building capacity of effective participation of non-state actors especially marginalized groups like women and youth.

Empowering young women in Southern Africa

In line with "Opening the door wider," the Women's University in Africa, in Harare, through ACBF, provided an opportunity for economically disadvantaged women students from other African countries to have access to further education. This also enabled the university to fulfil its vision as a regional university for women. Scholarships were awarded to 20 women from Zambia through a Memorandum of Understanding signed with the University of Zambia in July 2009. In September 2009, the women enrolled at the university to study toward a degree in

Sociology and Gender Development Studies, with one semester of face-to-face tuition in Zimbabwe and one semester of open and distance learning in Zambia, supervised by lecturers from WUA and University of Zambia.

Of the 20 students under this program, 18 graduated in October 2012. One of them, Tamba Tambatamba, has since secured employment with the Population Council, an international NGO in Zambia as a site coordinator based in Solwezi. Her duties involve supervising mentors who will teach rural girls on health and financial education, reproductive health and basic life skills.

Tamba was orphaned at an early age and had been living with her sister in Lusaka. She did a number of courses in the United Kingdom where she stayed for six years but on coming back to Zambia could not secure employment since the courses she had done were not recognized. She failed to go to university due to financial constraints, and through this program she was able to attain a degree, that held merit in Zambia. The program opened doors previously closed and ushered her into a new career, where she hopes to grow and contribute to her country. She says, "the WUA-ACBF scholarship was a very good thing as it helped me to get a degree in Sociology and Gender Development Studies. I gained knowledge on issues that I never knew before. I now work for the Population Council, an international NGO, as a site coordinator on the Adolescent Girls Empowerment Program," says Ms. Tambatamba.

Stimulating participation of young researchers in national policy processes in Rwanda

The expertise of young researchers and the quality of evidence used in policymaking in Rwanda have increased with the



establishment of the Economic Policy Research Network in 2010 as part of ACBF's capacity building support. The network has facilitated the generation of a critical mass of highly skilled and capable young economists, researchers and analysts who are driving economic policy, poverty reduction and related fields. As a platform, it provides a conduit for continuous and practical skills transfer by connecting and stimulating knowledge sharing and ideas sourcing among potential experts and with seasoned policy analyst and researchers in Rwanda. The network has become a major contributor to national policies. Its work and contribution have been recognized by the government, and it is frequently called on to present views and positions on strategic policy issues, including the Economic Development and Poverty Reduction Strategy.

The initiative is bridging the policy research and analysis skills gap in the country by mobilizing and nurturing potential researchers from the relevant organizations and institutions to ensure that they provide the right leadership and technical support for evidence-based policymaking.

Measuring development in the Central African Republic

The Statistical Capacity Building Project for the Government of the Central African Republic (PRCS-RCA) project was designed based on the findings of an ACBF supervision mission to the Central African Republic in April 2006. The needs assessment of the statistical infrastructure in CAR concluded that most existing databases are weak, including those for prices, national accounts, social indicators, balance of payments, and government finance statistics. The statistical system had suffered from years of neglect and was inadequate to satisfy the government's policymaking and performance monitoring needs. The lack of statistical capacity posed a sizable obstacle to monitoring the country's poverty reduction strategy and other development targets, including the Millennium Development Goals.

Since the launching of the project, more than 560 senior and junior officers in the public service including the Bureau of Statistics have benefited from short-term training, mainly in survey methods, national accounts, and statistics. Long-term training activities involve more than 20 candidates in Bachelor and MSc programs in statistics and demography.

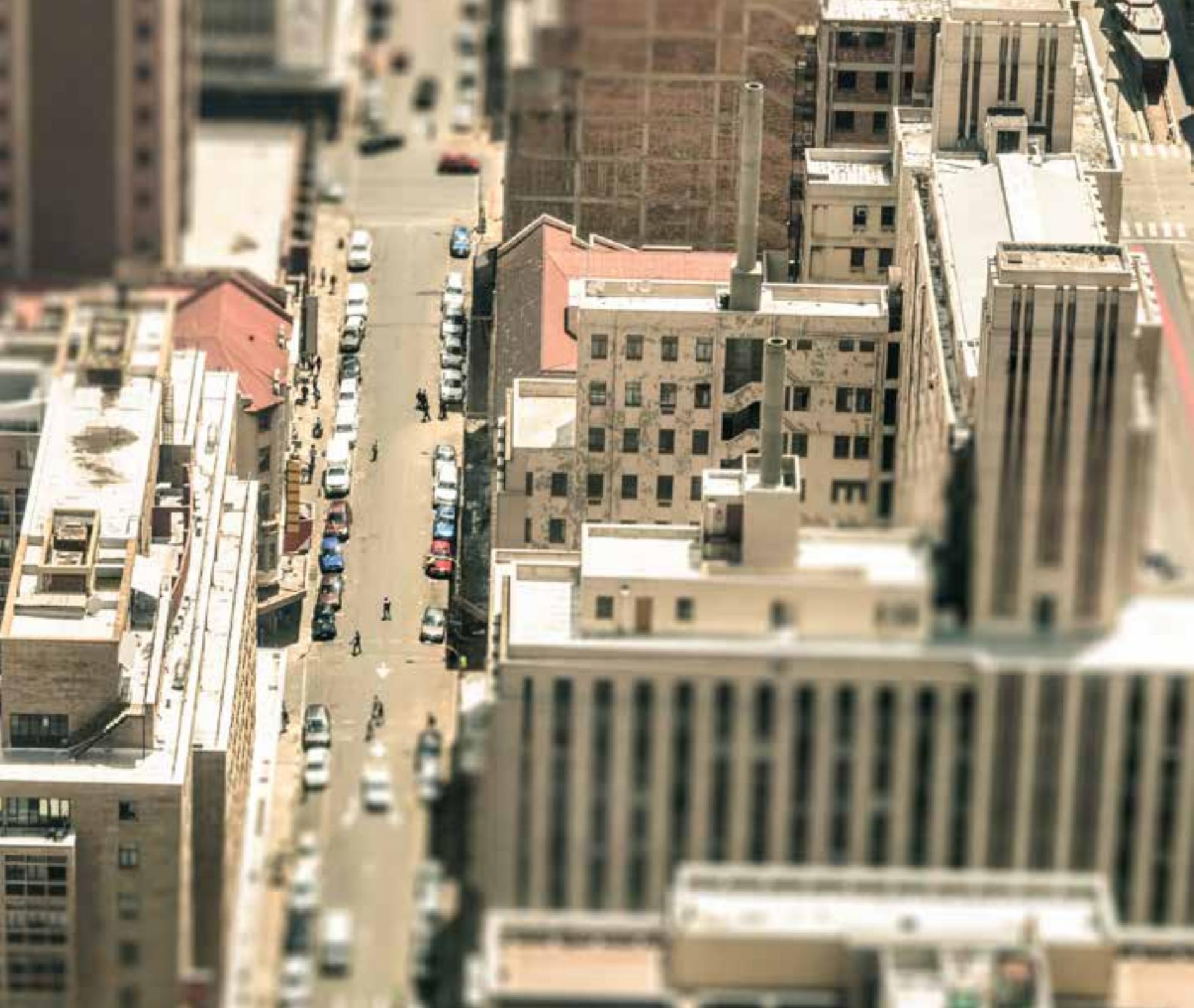
The key outcome was restoring the leadership of the Bureau of Statistics in building the national statistical system. Higher quality of data collection and processing have led to the production of various statistical publications, such as statistical yearbooks, price statistics, and bulletins on the economic status. Statistical data and economic information have contributed to the policymaking process through the implementation and the monitoring of the Poverty Reduction Strategy Paper. The Project Coordination Unit in the ministry has facilitated smooth implementation and contributed to the internalization of the capacity, which could otherwise have been lost under an external project implementation unit.

Preventing election violence and promoting peace and democracy

Just before the 2012 presidential elections, the threat of widespread political violence loomed large. So, the Institute for Democratic Governance, an ACBF-funded think tank, convened a high level meeting on 27 November 2012—the first of its kind in Ghana. Attended by institutions of the state, traditional authority and civil society organizations, the meeting adopted the Kumasi Declaration, popularly called the Peace Pact.

In the declaration, the presidential candidates collectively took a stand against "electoral violence, impunity, and injustice" and jointly committed to maintain the rule of law.

Eight Presidential candidates signed the declaration, and each was presented a copy of the revised edition of the Election Dispute Adjudication Manual (2012) which directed all election disputes to the Courts for a prompt resolution. More than



4,000 people attended the meeting, including high profile dignitaries' civil society organizations, youth groups, women's organizations, religious bodies, professional associations and the media. The event was broadcast live by Ghana Television, and it received extensive coverage in the electronic and print media.

In the days leading to the 7 December 2012 elections and after, civic groups and the media used the declaration to steer politicians toward peaceful options for solving election disputes. The declaration also encouraged both the opposition and the governing parties to resort to the Supreme Court, rather than

the streets, in disputes over the validity of the results published on 9 December 2012.

Today, the Declaration has become an important moral standard for holding political leaders accountable for up-holding the rule-of-law. This innovative instrument can also be deployed to good effect to peacefully manage potentially violent electoral disputes in other African countries.

In recognition of its work in promoting peace and democracy, IDEG received the Martin Luther King Award from the US Embassy in Ghana.



Improving accountability and parliamentary oversight at national and regional levels

Through the capacity building support to the Pan-Africa Parliament, the National Institute of Legislation, and the South Africa Development Community Parliamentary Forum (SADC-PF), ACBF has contributed to increased accountability and parliamentary oversight. It has invested in custom training and technical support for parliamentarians and legislative staffs. It has also generated research-based evidence for parliamentary deliberations and reviews. These capacity interventions have yielded significant results.

Developing a harmonized HIV/AIDS policy

The South African Development Community Parliamentary Forum strengthens the implementation capacity of parliamentarians to promote peace, democracy, security, and stability. To combat the menace of HIV/AIDS, the Forum designed a program that focused on evolving a comprehensive policy. A model HIV/AIDS law was adopted by the Forum's Plenary Assembly in November 2008 as a regional benchmark for national HIV/AIDS prevention and control acts in SADC member countries. It provides a legal framework for the review and reform of national legislation relating to HIV and AIDS, so that such reviews and reforms conform with international human rights legal standards and promote effective prevention, treatment and care as well research strategies for HIV and AIDS. The model law also seeks to ensure that the human rights of those vulnerable to HIV and those living with or affected by HIV and AIDS are respected, protected, and realized in the response to the pandemic. Almost all MPs interviewed spoke highly of the model law and confirmed that it influenced discussions for their respective national laws to tackle the pandemic.

Achieving results in transparency and accountability

In 2000, the Djibouti government established the Chamber of Accounts and Budgetary Discipline to improve governance in general—and transparency and accountability in the management of public resources in particular. With the ACBF's human and institutional support, the Chamber came to play a significant role in deterring the mismanagement of public resources. It also increased public awareness of the Chamber in improving governance and in managing public resources. Although the Chamber became an effective and reputable institution to control all branches of government in Djibouti in the judiciary chain of control, further developments required strengthening its capacity.

The Chamber supported study tours in Africa, Europe, and Asia for state auditors to learn about emerging state auditing techniques. It then supported the judicial branch of government in overseeing the management of public finances and initiated administrative and judicial proceedings against public sector officials for misappropriating public funds. It also publishes an annual budget implementation report and undertakes audits to determine the appropriateness of the use of public funds.

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



Strengthening national statistical systems

ACBF support to Malawi's national statistical system was aimed at promoting statistical advocacy and human resource development and stimulating the use of evidence for decisionmaking. The National Statistical Office (NSO) developed a strategic plan (2007–2011) to establish the National Statistical System. Based on internationally approved standards, the NSO, in collaboration with line ministries, developed the first ever National Strategy for the Development of Statistics (NSDS)—locally referred to as the National Statistical System Strategic Plan for 2008–2012. With grants from ACBF, the UNDP, and the government of Norway, a national databank—the Malawi socio-economic database accessible online at www.maseda.mw—was launched to track statistical information.

An update of Malawi's Statistics Act enabled the NSO to legitimately coordinate the NSS. A new Data Ecosystem caters to the needs of government ministries, academia, civil society, the media, and the general public. The legitimacy and ownership of the NSS in Malawi increased as a result of the broad based and inclusive consultations conducted as part of updating the Statistics Act. Feedback from key informants revealed that, the updated Act had enabled the NSO to produce high quality and reliable data that supported policy formulation and program development in Malawi.

Strengthening parliament for good governance and accountability

The National Institute for Legislative Studies, an organ of the Nigerian National Assembly, was established by an Act of Parliament in 2011, building on the successes of the Policy Analysis and Research Project (PARP), established in 2003. It promotes good governance and strengthen democratic processes, structures and institutions in Nigeria by:

- Fostering and disseminating science-based methodologies for law-making.

- Providing legislators and officials with institutionalized opportunities and training in the various disciplines of legislative processes.
- Improving the capacity of legislators to sustain and consolidate democratic governance through deliberation and policy formulation.
- Improving the technical capacity of legislative staff, committee secretaries, and political aides to process appropriation bills and oversee the executive.

For more than 7 years, PARP helped to strengthen the capacities of legislators and ensure that the positions and proposals advanced by the National Assembly were informed by research and analytical support. PARP's two-phase program, supported by ACBF, assisted legislators in drafting and sponsoring bills on topical policy issues and assisted the National Assembly in tracking the progress of bills. In so doing, PARP collated the acts enacted and bills presented on the floors of the two chambers of the Assembly. The bills were then digitalized and uploaded onto the National Assembly website. During phase I of the project, 725 bills were tracked.

To enhance the capacity of legislators to contribute to debates on issues of national importance on the floors of the two chambers, PARP analyzes new government policy actions and shares the outcomes with them. It also conducts research on topical and relevant national issues, which are then used to enhance the capacity of legislators and their staffs and foster effective and efficient performance. The project has also conducted various workshops on legislative process, budget process, communication and information management, and ICT skills acquisition and enhancement. An assessment of these programs revealed that the skills and competencies of the Parliamentarians and the legislative staff were improved, increasing the access to research-based information for the deliberations and oversight of the parliamentarians.

The digitization and timely upload of the bills on the National Assembly website also enhanced citizen's access to and participation in the legislative process.



Enhancing capabilities of regional economic communities

ACBF facilitated the establishment of two policy research units at Economic Community of West African States (ECOWAS) and Common Market for Eastern and Southern Africa (COMESA) and is collaborating with IGAD for the establishment of a third unit. The research units have already made a difference in leading policy research and technical training at the respective secretariats.

Providing evidence on trade policies

The COMESA Research Unit contributed to enhancing intra-COMESA trade and bolstering the subregion's integration. Established in 2013 with support from ACBF, the unit has stimulated use of research based-evidence for decisionmaking by the Secretariat and key stakeholders in the region. It facilitates policy discussions and advocacy activities aimed at increasing stakeholder knowledge and understanding of regional integration issues. It also provides hands-on training and coaching to technical officers and policy analysts at the COMESA Secretariat and focal points at the country level, honing competencies to coordinate regional integration provisions.

- In response to a request from the COMESA summit, the Research Unit conducted a study on sugar competitiveness in the COMESA region in October 2014. The government of Kenya used the findings to secure sugar safeguards from COMESA and make Kenyan sugar more competitive. The government's request for sugar safeguard presented at the policy organs meetings in December 2014, and the second extraordinary meeting of the trade and customs committee in February 2015.

- The organization and deliberations of the first COMESA annual research forum revitalized interest and commitment of the region to establish the COMESA virtual university.
- The trade potential analysis by the unit in 2014 renewed the Secretariat's commitment to promote intra-COMESA trade.

The establishment of the COMESA virtual university is expected to facilitate the training of a critical mass of experts equipped to support the regional integration and economic development agenda. The trade potential analysis has thrown more light on the potentials and opportunities for intra-COMESA trade in goods and services.

Enhancing the effectiveness of financial institutions

As part of its strategy to improve the skills and competencies of the staff of financial integrity institutions in the Intergovernmental Authority in Development area, the Horn Economic and Social Policy Institute (HESPI), an ACBF-supported think tank, trained 34 members of the Public Accounts Committee and Economic Committee of the parliaments of South Sudan and Somalia. The seminar in Addis aimed to improve the effective use of public resources by strengthening the capabilities of the parliamentarians in their oversight, accountability, and legislative roles. It also provided opportunities for sharing experiences from Kenya and Uganda, two successful post-conflict nations.

HESPI also implemented a Twinning Relationship that enabled project analysts and loan officers from the Reconstruction and Development Bank of Somalia to gain on-the-job experience



on how to better manage public resources and conduct professional project analysis during post-conflict reconstruction through secondment to the Development Bank of Ethiopia. The Twinning Relationship allowed the officers to work with the bank for six weeks. The officers gained practical knowledge and skills on loan provision, loan cycle monitoring, loan appraisal procedures (setting priority sectors and project financing in post-conflict situations), and loan approval processes with development banks, especially in post conflict situations.

In addition, HESPI organized a high-level conference on Somalia Federalism, supported by an ACBF grant. The conference promoted dialogue and built consensus on constitutional and political federalism in Somalia, a fundamental requirement in rebuilding the country and ensuring effective public resources management. Conducted with the IGAD Secretariat, World Bank, UNECA, and non-governmental organizations, the conference identified and articulated key governance issues that require further attention and deliberation.



Conclusion

The stories in this booklet show how central capacity development is to Africa's transformation and sustainable development agenda. They attest the role and continuing relevance of ACBF in supporting scalable change on the continent by promoting transparency and accountability through capacity strengthening and improving the quality, processes, implementation, monitoring, and evaluation of national and regional development policies and programs.

Africa still faces a key challenge of securing and retaining adequate capacity for effective implementation and achievement of the continent's development priorities. State

and non-state actors need capacities—human, institutional and soft—to enable them to achieve results and address the development challenges.

This booklet clearly shows that, with adequate resources, ACBF will be able to do more in supporting the continent's objective of achieving inclusive and sustainable growth. More important, ACBF's 25 years of experience in developing capacity shows the need to craft strategies that will stimulate the development, use, and retention of relevant capacities and strengthen partnerships among all stakeholders.