



THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITÉS EN AFRIQUE

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The African Capacity Building Foundation (ACBF) is a globally recognized hub of knowledge on capacity development in Africa. ACBF advances capacity development knowledge through knowledge products and services; knowledge networks and forums as well as through its Library and Information Resource Centre. ACBF also distils knowledge through its unique monitoring and evaluation work which has developed specific indicators to measure success in capacity building. The results of the Foundation's knowledge, learning and monitoring and evaluation operations are published through occasional papers and books and the knowledge generated is used in improving the design of capacity building interventions on the continent.

La Fondation pour le Renforcement des Capacités en Afrique (ACBF) est un centre du savoir reconnu au plan mondial en matière de renforcement des capacités en Afrique. L'ACBF fait progresser les connaissances sur le renforcement des capacités à travers ses produits et services cognitifs, ses réseaux et forums du savoir ainsi que sa bibliothèque et son centre de documentation. Elle distille également les connaissances à travers son travail unique de suivi et d'évaluation, lequel a permis d'élaborer des indicateurs spécifiques afin de mesurer les acquis dans le renforcement des capacités. Les résultats des opérations de gestion des connaissances, d'apprentissage et de suivi et évaluation de la Fondation sont publiés à travers des documents hors-séries et ouvrages. Les connaissances générées servent également à améliorer l'élaboration des interventions de renforcement des capacités sur le continent.

PUBLICATIONS AVAILABLE IN ENGLISH

AFRICA CAPACITY REPORTS



The Africa Capacity Report ACR 2015: Capacity Imperatives for Domestic Resource Mobilization in Africa

2015. 171 pages ISBN: 978-1-77937-052-5

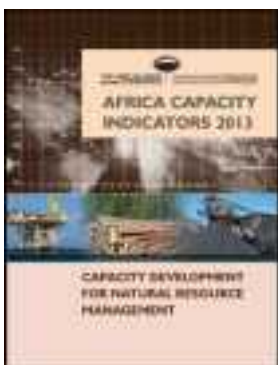
The Africa Capacity Report (ACR) 2015 sends a very clear message: with official development assistance to Africa diminishing, the continent will have to rely more on mobilizing domestic resources if it is to implement its development agenda. The ACR 2015 shows that this is possible, with a good number of African countries providing practical success stories based on strategies and initiatives that can easily be adapted to other countries. However, the capacity gaps to generate savings and taxes from domestic resources and allocate them to economically and socially productive activities remain glaring.



Africa Capacity Report 2014: Capacity Imperatives for Regional Integration in Africa.

2014. 222 pages ISBN: 978-1-77937-049-5

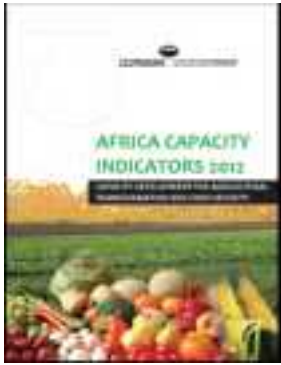
The Africa Capacity Report (ACR) and its supporting indicators offer inputs for decisions on what to finance to develop capacity. Most countries are doing well on their policy environments and having processes in place to implement policies. Countries are doing less well on achieving development results and least on capacity development outcomes. The Report and its indicators also point to the regulatory and institutional reforms needed to better support public–private partnerships in capacity investment and building—and to the investments needed to further strengthen public administration. And they spotlight the importance of political will to enhance social inclusion and development. Each Report showcases an annual theme of key importance to Africa's development agenda. This year the focus is on the capacity imperatives for regional integration, a core mandate of the ACBF, and on the capacities of the regional economic communities (RECs)...



Africa Capacity Indicators 2013: Capacity Development for Natural Resource Management

2013. 482 pages ISBN: 978-1-77937-039-6

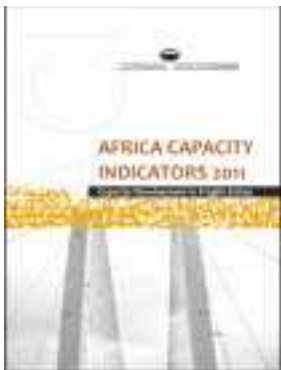
ACIR 2013 focuses on Capacity Development for Natural Resource Management (NRM). The Report examines the key issues and challenges facing not only in-country, but also cross-border developments in NRM capacity in Africa, and the ongoing efforts to support regional cooperation and trans-boundary issues. The ACIR 2013 is specifically conceptualized and designed to: Examine the key issues, challenges and opportunities facing countries and cross-border Natural Resources Management (NRM) capacity development and cooperation in Africa; Map out the capacity of national governments to design and implement effective regulatory schemes for NRM – especially to avoid capital flight as well as tax evasion by multinational corporations; Give enhanced theoretical basis to the various capacity development interventions being undertaken on the continent aimed at fostering governance of natural resources...



Africa Capacity Indicators Report 2012: Capacity Development for Agricultural Transformation and Food Security

2012. 388 pages ISBN: 978-1-77937-025-9

A core message in the 2012 ACI Report is that improving the productivity and the economic returns of agriculture has immediate effects on poverty and hunger in at least three important ways: a) it increases the productivity and incomes of the majority of Africa's poor, who work primarily in agriculture; b) it reduces food prices, which affect real incomes and poverty in urban areas; and, c) it generates important spillovers to the rest of the economy. Yet, countries need capacities of all kinds to make these productivity improvements and secure the required economic returns. Overall, as judged at the ACI composite index level, whereas in 2011 there wasn't a single country that classified in the "High" category of capacity, in 2012 one country (Ghana) improved by barely sliding into that Level. Also, there are notable improvements in "Development results at country level", where the percentage of countries in the lowest levels (Low and very Low) decreased from 61.7% to 19%. The majority shifted from "Low" to "Medium" Level and one can observe a country (Ghana) in the "Very High" level...



Africa Capacity Indicators Report 2011: Capacity Development in Fragile States

2011. 388 pages ISBN: 978-1-77937-034-1

The inaugural Africa Capacity Indicators Report (ACIR) explores various themes and high emerging development challenges that require the attention of development partners and stakeholders on the African continent. The publication, examines the visible capacity development needs of countries, as well as the underlying historical, political, economic, cultural, and societal elements that contributed to their current state of achievement. The publication also investigates the factors complicating efforts to address conflict and fragility problems of countries. This report covers 34 countries and focuses on the challenges of capacity development in fragile environments. The ACIR further interrogates the nexus between capacity and fragility in order to provide programmatic recommendations. Its premise is that it's not enough for development needs in terms of traditional, quantifiable performance benchmarks, but that it is important to assess change with respect to key drivers of development. A composite capacity index is developed as well as a compendium of statistics provided at the end of the report.



Survey of the Capacity Needs of Africa's Regional Economic Communities and Strategies for Addressing them

2016. 263 pages ISBN: 978-1-77937-061-7

The second Capacity Survey of the Regional Economic Communities (RECs) in Africa aims to reassess the capacity needs of the eight RECs in African Union (AU) member states in line with their new strategic thrusts and prospective development imperatives. It also seeks to provide strategic guidance to the key development partners of the RECs on strategic programming. The study recognizes the need for efficient RECs as coordinating and facilitating institutions, with capacities strong enough to drive the regional integration agenda.



Assessment of Internal and External Risks Associated with the Implementation of the African Union's Agenda 2063

2015. 80 pages

Agenda 2063 represents a transformative vision of the African Union (AU) to achieve “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena” (AUC 2014). In celebration of the 50th anniversary of the Organization of African Unity, African Heads of State and Government gathered in Addis Ababa in January 2015 at the AU Assembly's 24th ordinary session to adopt Agenda 2063 as a collective charter to move the continent inexorably in the direction of enhanced growth and development over the next five decades. It is a charter that not only provides a vision but also a normative and strategic framework to transform the continent based on a programmatic agenda of the 10 year plans.



A Digest of OAU-AU Treaties, Conventions, and Agreements, 1963 to 2014

2015. 134 pages

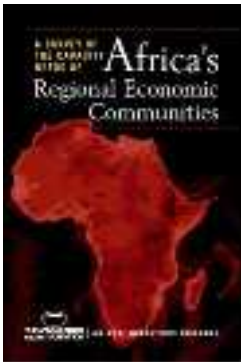
This Digest highlights progress in ratifying major treaties, conventions and agreements of the Organization of African Unity (OAU) and Its successor, the African Union. The aim is to stimulate thinking about the need to fast-track ratification to give momentum to the processes of regional cooperation and regional integration, which the two organizations have, since 1963, set out to achieve. The Digest includes all major instruments of the OAU and AU. Each of them has a brief summary of its main provisions and status of ratification.



Gender Budgeting as a Tool for Poverty Reduction: Concepts, Practices and Capacity Implications

2009. 187pages ISBN: 978-1-77937-017-4

Budgets are not gender neutral. They affect women and men in different ways, reflecting the uneven distribution of power within society as economic disparities, different living conditions, and ascribed social roles. Despite being signatories to the major international agreements that call for gender equality, most African countries have fallen short of their promises as their gender initiatives are facing a host of challenges relating to policy implementation, program design, management and tracking, and capacity building issues.



A Survey of the Capacity Needs of Africa's Regional Economic Communities

2008. 438 pages. ISBN: 978-0-7974-3596-4

The book delves deep into the institutional, human and financial dimensions of the capacity constraints affecting the ability of the Regional Economic Communities (RECs) to implement NEPAD's Short-Term Action Plan (STAP) projects and other related programs. The study, which is based on a detailed analysis of the needs of nine RECs, examines the scale and scope of their capacity deficits. The findings point to serious institutional constraints that are capable of rendering any capacity enhancement exercise ineffective, if not attended to.

PREVIOUSLY PUBLISHED AND AVAILABLE IN THE SAME SERIES

- **Institutional Frameworks for Addressing Public Sector Corruption in Africa - 2007.** 176 pages. ISBN: 978-1-77937-007-5
- **Market for Skilled African Development Management Professionals: Towards Strategies and Instruments for Skills Retention and Utilization - 2007.** 111 pages. ISBN: 978-1-77937-006-8
- **Better Governance and Public Policy – Capacity Building and Democratic Renewal in Africa – 2002.** 244 pages. ISBN: 1-56549-161-0

OCCASIONAL PAPERS SERIES



Mkandawire, Paul; Nyantakyi-Frimpong, Hanson; Armah, Frederick and Arku, Godwin

REGIONALISM, FOOD SECURITY AND ECONOMIC DEVELOPMENT

OCCASIONAL PAPER 23. 2014. 54 pages. ISBN: 9781779370457

It is remarkable that Africa, with enormous resource endowments and with more than 70 percent of the population engaged in agriculture, cannot feed itself. This background paper offers a critical assessment of the potential of regional trade and integration in addressing the enduring challenge of food insecurity in Africa. Drawing on the literature, the paper argues that regionalism offers enormous opportunities and synergies for enhancing economic growth, food supply, and stability of food prices that cannot be easily addressed by individual countries when they operate in isolation from each other. To demonstrate the potential of regional integration for achieving food security in Africa, this paper starts by providing a conceptual framework that outlines the dimensions that link regional cooperation and food security. An overview of the key policy initiatives that are currently underway at enhancing integration at the continental level and in various regional blocs follows this introduction...



Sakyi, Daniel; Opoku, Eric Evans Osei

REGIONALISM AND ECONOMIC INTEGRATION IN AFRICA: A CONCEPTUAL AND THEORETICAL PERSPECTIVE

OCCASIONAL PAPER 22. 2014. 15 pages. ISBN: 9781779370464

A well-established strand of the literature on regionalism and economic integration has made clear that economic, geopolitical, and socio-cultural relationships across the globe, for which Africa is no exception, have been changing rapidly in the last few decades. African leaders have been embracing these concepts as vital elements of their development agenda and have engaged their countries in a number of integration arrangements. This study has investigated regionalism and economic integration in Africa from a conceptual and theoretical perspective. The study identified that (i) the rationalist's theory of neorealism and neoliberalism, (ii) the social constructivism theory, and (iii) several theories of economic integration are very relevant in explaining the formation of regional and economic blocs in Africa. Theories of economic integration that focus on trade, economic interdependency, monetary, fiscal, and political policy coordination seem to be the main forces driving regionalism and economic integration on the continent...



André Corrêa d'Almeida

THE RETENTION OF HIGHLY SKILLED RETURNEES IN MOZAMBIQUE: An Institutional Approach

OCCASIONAL PAPER 20. 2013. 40 pages. ISBN: 9781779370426

This research combines Institutional Rational Choice (IRC), the Institutional Analysis and Development (IAD) framework, Return Migration theories and International Development theories to understand how Mozambican highly skilled returnees (HSRs) interact with the institutional setting in the home country while pursuing their personal aspirations. Institutional setting in this context is defined as a multidimensional space of factors – institutions plus other contextual variables co-evolving as they interact with each other – in which HSRs try to mobilize resources over time towards their personal goals. Factors impose elements of order in the context where they operate and they affect the distribution of preferences, incentives, and outcomes...



Arku, G.; Kuuire, V.; Mkandawire, P.; Aguda, N

AFRICA'S QUEST FOR FOOD SECURITY: WHAT IS THE ROLE OF URBAN AGRICULTURE?

OCCASIONAL PAPER 19. 2012. 42 pages. ISBN: 9781779370372

The history of urban agriculture in Africa dates to the colonial era when farming flourished in urban areas, largely to meet consumption needs of bureaucrats, settlers, and other elites. Today, urban agriculture is becoming increasingly significant as a source of household food, a trend that is closely linked to declining incomes of vulnerable urban households in the wake of neoliberal economic restructuring, high rates of urbanisation, and the need to serve an emerging niche market in African cities. Urban agriculture is generally viewed as a potentially viable policy response to the complex challenge of feeding a burgeoning mass of urban residents amidst decline in food production in rural areas. Also, recent concern regarding climate change and the need to reduce the environmental footprint that comes from transporting food over long distances has given impetus to the need for urban agriculture...

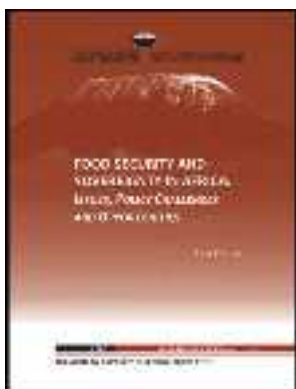


Gyimah-Brempong, Kwabena; Shaw, Timothy M. and Samonis, Val

IS BILATERAL AID RESPONDING TO GOOD GOVERNANCE IN AFRICA?

OCCASIONAL PAPER 18. 2012. 17 pages. ISBN: 9781779370358

This paper investigates whether aid flows from traditional donor countries to African countries have responded to improved governance in African countries, whether aid has been used by donors to improve the quality of governance in the last two decades; it also investigates alternative sources of development financing, especially from the Global South, as well as researches new modalities of aid delivery. Using the insights provided by several alternative approaches, the paper finds that at the aggregate level, aid flows to African countries respond positively to improved governance. However, there are wide variations in country experiences while aid flows to some countries respond positively to improved governance, aid flows to other countries are not in any way related to changes in governance.



Arthur, Peter.K

FOOD SECURITY AND SOVEREIGNTY IN AFRICA: ISSUES, POLICY, CHALLENGES AND OPPORTUNITIES

OCCASIONAL PAPER 17. 2012. 32 pages. ISBN: 9781779370365

The last few decades have seen food insecurity as an emerging crisis that has bedeviled many African countries. While many post-colonial African governments have widely recognized the role of agriculture in national development and capacity development efforts for education and skills have been ongoing for several years, progress to attain food security has been slow. This is partly due to the adoption of approaches which have not been long-term and institutions that do not have supporting mechanisms to use the capacities generated. This paper is therefore an examination of the causes of Africa's food insecurity, the consequences of food insecurity, the policy challenges, and the necessary interventions that can address the varying challenges that have contributed to this food insecurity...



By Joseph R.A. Ayee.

Social Inclusion and Service Delivery in a Fragile and Post-conflict Environment in Africa

OCCASIONAL PAPER 15. 2011. 40 pages. ISBN 9781779370327

The post-colonial state in Africa has attracted great interest from scholars and development partners because of the recognition that no development can take place without a proper functioning state. The state is expected to provide and deliver goods and services to its citizens in order to promote its legitimacy before its citizens. However, in fragile or post-conflict states, the capacity of the state to deliver services to all citizens is not possible because of weak infrastructure, weak public service delivery and weak state institutions which lack the capacity to deliver service and thereby become illegitimate. This has led to the increasing recognition that service delivery interventions or initiatives in fragile states should aim to ameliorate the negative effects of social exclusion of marginalized and vulnerable groups...



By Kobena Hanson and Frannie A. Léautier

Development Drivers in Africa: Role of Innovation

OCCASIONAL PAPER 14. 2011. 26 pages. ISBN: 978-177937-030-3

Africa has recovered from the 2008-2009 financial crisis and posted high growth levels as seen before the crisis. The region has also been able to generate a sizable middle class of over 300 million people, who are educated, connected, and aware. Such success was possible partly because of the discipline in putting in place the right macroeconomic policies and managing to stick with difficult reforms despite the crisis. The key issue now is how to speed up development that reduces poverty and creates jobs in a sustainable manner. This paper argues that innovation in development is an additional factor underpinning Africa's development and that it is important to see how pro-poor innovation can further contribute to resolving the remaining challenges. We interrogate the work that is needed to spur innovation and conclude with the role of capacity development institutions such as the African Capacity Building Foundation to support innovation systems.



By Kobena Hanson and George Kararach

The Challenges of Knowledge Harvesting and the Promotion of Sustainable Development for the Achievement of the MDGs in Africa

OCCASIONAL PAPER 12. 2011. 20 pages. ISBN: 9781779370242

In the present global economy, knowledge production is taking place at a fast pace. Knowledge is also becoming obsolete rapidly. For Africa to compete globally, it is imperative that it not only has access to global knowledge, but more importantly, it needs to harvest and harness existing local knowledge systematically. While a wealth of information and knowledge exists on the continent thus shaping local development daily, such knowledge tends to be fragmented and often inaccessible to local development partners. Drawing on the ACBF's operational experience, this article argues that seeking ways to creatively make this knowledge readily accessible to key decision/policy-makers is central to managing innovation, promoting sustainable development and the achievement of the MDGs in Africa



By George Kararach

Hard Times: the World Economic Crisis and Emerging Capacity Challenges for Africa

OCCASIONAL PAPER 11. 2011. 32 pages. ISBN: 9781779370228

The world economy has changed significantly in recent times. With greater financial globalisation, there emerged a mistaken perception that ‘fathomless’ capital was a pattern of this ‘new world’. It soon became apparent that the recent financial crisis was a result of fragility in the financial system – in turn a product of limited/lack of transparency in the system. There has been limited understanding as to how the financial markets work – not only in the developing world where skills are in short supply – but more importantly by officials in the United States of America (US), European Union (EU) and Japan despite the fact that these blocks form 80% of global gross domestic product (GDP). The paper sheds light on the implications for capacity building/development in Africa given the realities of the New Economic World order – especially new finance regulation issues, new international competition, crisis exit strategies and future technologies...



By George Kararach; Phineas Kadenge and Gibson Guvheya

Currency Reforms in Zimbabwe: an Analysis of Possible Currency Regimes

OCCASIONAL PAPER 10. 2010. 49 pages. ISBN: 9781779370198

The Government of Zimbabwe (GoZ) adopted a multiple currencies regime (MCR) in February 2009 and demonetized the Zimbabwean dollar in July 2009 after almost a decade of economic crisis. The MCR strategy resulted in stabilizing the Zimbabwean economy; however, there are remaining concerns that need to be addressed. The purpose of this paper is to explore various options of currency regimes that could be adopted in the short and medium term in order to consolidate Economic stabilization and recovery in Zimbabwe. The paper proposes that the optimal choice of a particular currency regime be based on a framework that takes into account the following: (a) the advantages and disadvantages of a particular regime, (b) the need for correct timing and sequencing of policy tools and reform actions, (c) the prior capacity conditions in the country, and (d) the political commitment to undertake the necessary reforms...



By Mfandaedza Hove and Andy Wynne

The Experience of Medium-Term Expenditure Framework and Integrated Financial Management Information System Reforms in Sub-Saharan Africa: What is the Balance Sheet?

OCCASIONAL PAPER 09. 2010. 52 pages. ISBN: 9781779370181

A Medium Term Expenditure Framework (MTEF) and an Integrated Financial Management Information System (IFMIS) are two of the standard reforms promoted and supported by the World Bank and other aid agencies in almost every country in Sub-Saharan Africa. This paper provides a balance sheet of the relative success, or otherwise, of these reforms over the last decade. The aims and objectives of the MTEF and the IFMIS are outlined, indicating the initial hopes for these reforms and the increasingly strident warnings that this promise was not being delivered. The paper then argues that it was the economic problems across Sub-Saharan Africa, especially in the late 1970s and early 1980s, resulting from external events, which led to a worsening of the quality of financial management and governance. This contrasts with the dominant view that it is poor governance that is holding back economic development across the continent...

PREVIOUSLY PUBLISHED AND AVAILABLE IN THE SAME SERIES

- **Public Financial management Reforms in Developing Countries: Lessons of Experience from Ghana, Tanzania and Uganda.** OCCASIONAL PAPER, 8 2008 .33 pages. ISBN: 978-1-77937-012-9
- **Multilateral Trade Negotiations: How Sensibly Must African Countries and Trade Negotiators Stand? - Some Lessons from WTO Experience** by Tadeous T. Chifamba OCCASIONAL PAPER, 7 2007 .22 pages. ISBN: 1-77937-002-9.
- **Capacity Building for the Promotion of Trade and Investment in Africa Challenges and Strategies.** by Soumana Sako OCCASIONAL PAPER 6 .2007. 18 pages. ISBN: 1-77937-002-9.
- **Challenges Facing Africa's Regional Economic Communities in Capacity Building** by Soumana Sako OCCASIONAL PAPER 5. 2006. 28 pages. ISBN: 1-77937-002-8.
- **Measuring Performance of Interventions in Capacity Building: Some Fundamentals** by Genevesi Ogiogio. Occasional Paper 4 .2005. 26 pages. ISBN: 1-77937-022-7
- **CAPACITY BUILDING in Post-Conflict Countries in Africa: A Summary of Lessons of Experience from Mozambique, Rwanda, Sierra Leone & Uganda.** Occasional Paper 3 .2004. 26 pages. ISBN: 1-77937-002-6

ACBF DEVELOPMENT MEMOIRS SERIES



By : H E Olusegun Obasanjo

Addressing Africa's Youth Employment and Food Security Crisis: The Role of African Agriculture in Job Creation

Development Memoir ACBFDMS/008/2015. 2015. 19 pages. ISBN: 978-1-77937-050-1

Despite the abundance of agricultural resources, sub-Saharan Africa remains the world's most food insecure region. HE Olusegun Obasanjo's view is that there are many critical factors responsible for food insecurity in this region. They include undeveloped land tenure systems, high bank loan rates, inadequate availability of agricultural special banks, poor access to market information and prices, an unreliable market for farm produce and inadequate road network, transport and storage infrastructures for farm produce. There is also a lack of capacity for cooperative and value addition to farm produce and poor capacity for and access to agricultural insurance services. In addition, poor capacity for labor and labor costing are also part of the problem. Agriculture is one of the economic sectors that can employ millions of young people and reduce youth unemployment and enhance food security on the continent. The challenges facing adult farmers are huge but not as large as the challenges that young people encounter when trying to engage in agriculture as a profession. Nevertheless, there is hope, and opportunities abound for young people to be successful in agriculture.



By W Paatii Ofosu-Amaah,

The African Capacity Building Foundation: Rising to the Challenge of Capacity through a Unique and innovative Framework. By W. Paatii, Ofosu-Amaah

Development Memoir ACBFDMS/007/2011. 2011. 28 pages. ISBN: 978-1-77937-029-7

The birth of the African Capacity Building Foundation on February 9, 1991, was the culmination of intense efforts and groundbreaking commitment to capacity building in Africa by Africa Governors of the World Bank, the Bank itself and the co-founding Institutions – the African Development Bank and the United Nations Development Program, as well as numerous other individuals. The successes chalked by ACBF towards attainment of its objectives have vindicated those who held the view that establishing an indigenous African institution, with focus on and commitment to the course of Africa's development was the right course of action at the time. Twenty years on, ACBF has supported nearly 250 projects and programs in 44 African countries and committed more than US\$400 million to build capacity on the continent. Projects and programs supported by the Foundation have drawn synergy with and complemented countless other activities of various development institutions operating on the Continent. ACBF's support has been crucial in the building of development capacity in Africa, whether in ministries of finance and economic planning or central banks. For many among us who dedicated to this initiative and worked towards its realization, we remain humbled by the opportunity to witness the twentieth anniversary of ACBF.



Ngozi Okonjo-Iwela

Transparency and accountability in the management of public funds: How sensibly must African countries stand? By Ngozi Okonjo-Iwela.

Development Memoir ACBFDMS/006/2011. 2011. 16 pages. ISBN: 978-1--77937-026-6.

In managing their respective countries' economies, African Finance Ministers encounter a number of challenges. Principal among these is the challenge of adopting appropriate budget processes and mechanisms that do permit information sharing and inclusiveness. To succeed in implementing reforms, there is the absolute imperative to ensure public buy-in of government economic policies. Against a backdrop of acute resource inadequacies, effective tradeoffs and negotiations between a Finance Minister, his/her colleagues in government and the public on spending priorities in keeping with government vision is essential for economic governance.



By Sten Rylander

Governance and Transformative Leadership in Africa: Progress, Prospects and Challenges

Development Memoir ACBFDMS/005/2010 2010. 16 pages. ISBN: 978-1-77937-023-5

Sten Rylander, in the development memoir entitled "Governance and Transformative Leadership in Africa: Progress, prospects and challenges" discusses the aspect of peace and security that remains critical development factor for Africa. This calls for transformative leadership that can sets visions, provide selfless and capable leadership to turn the fortunes of the continent around. Africa is viewed as has the potential to become a powerful global player and this can be possible if the continent can transform from aid dependent to self-sufficient if the question of leadership is addressed.



By Callisto Madavo.

The World Bank and Sub-Saharan Africa: The Next Policy Paradigm.

Development Memoir DMS/004/2010. 2010. 4 pages. ISBN: 978-1-77937-020-4

The World Bank policy in Africa has evolved over the past three decades, ushering a new era in donor –relationship. The bank's Structural Adjustment Programs (SAPs) in the 1980s, which were imposed on the developing world, including Africa, testified of its intrusive and domineering policy towards the continent. A “One size fits all” model of development programs was applied across the board regardless of African countries' specificities, destroying the states' capacities in the process. The disastrous effects of SAPs, particularly on the Sub-Saharan Africa (SSA) countries, signaled the failure of the Bank's policy in Africa. Africa's leadership also shares part of the blame, as it bequeathed its governance responsibility to outsiders who set out policies and decided on the continent's development agenda.



By Kristina Svensson

The future of bilateral aid in Africa: size, flow, conditionalities and relative importance in countries' budget.

Development Memoir ACBFDMS/003/2010. 2010. 22pages. ISBN: 978-1-77937-011-2

The publication addresses the growing frustration with lack of aid effectiveness that has set in motion a slow but visible transformation of the way in which development cooperation is being pursued, as embodied in the Millennium Declaration, the Paris Declaration of 2005 on Aid Effectiveness, and the International Health Partnership. Donors' programs are increasingly result- based, with greater emphasis on national to achieve its goal of assisting newly ownership and leadership, real donor harmonization and alignment with the development strategies of partner governments. There is also increased focus within the donor community on the interactions between economic and democratic development. As a result, development actors have become more enlightened about the importance of accountable, representative and transparent government institutions. At the same time, organizations that promote democracy have learned that a government's failure to deliver visible results can undermine democratic reforms

PREVIOUSLY PUBLISHED AND AVAILABLE IN THE SAME SERIES

- Making Regional Integration Work in Africa: A Reflection on Strategies and Institutional Requirements by Vijay Makhan. 2009. 48pages. Development Memoir ACBFDMS/002/2009.
- ACBF Development Memoirs Series: Africa and Development Cooperation – Successes, Pitfalls and Areas for Further Reforms by Eveline Herfkens. 2008.22pages. ACBFDMS/001/2008.



Léautier, Frannie A. and Hanson, Kobena

JOBLESS ECONOMIC GROWTH: LESSONS FROM AFRICA

Working Paper No. 25. 2013. 38 pages.

Following the 2008-2009 global financial crisis, economic growth has eluded many countries. Africa, on the other hand, is projected to host seven of the ten fastest growing economies in the period from 2011-2012. It has long been understood that high economic growth is a prerequisite for job creation, causing analysts to worry about the projected low global growth scenario and its implications for economies that have either high or stubborn levels of unemployment. However, long run comparisons across Africa have shown differential performance, with some countries having better outcomes in terms of job creating economic growth. Furthermore, many African countries were long trapped in low growth scenarios yet managed to create jobs. Such patterns have led many critics to question why high economic growth rates have not led to job creation in some countries while they have in others. Critics also question whether the high economic growth rates projected for Africa will lead to job creation in the coming years.



Amenyah, Ivy Drafor and Puplampu, Korbla P.

Women in Agriculture: An Assessment of the Current State of Affairs in Africa

Working Paper No. 24. 2013. 45 pages.

Agriculture continues to loom large in the development possibilities in Africa. It is therefore not surprising that global, continental, regional, and national governments have all embarked upon policy and institutional initiatives to address problems in agriculture so as to ensure that the sector makes its relevant contribution to the African development agenda. However, agriculture, like any economic activity, requires relevant resources and rewards for optimum performance. The availability of resources, particularly, human resources, is only a necessary condition to the development of the sector. A sufficient condition is the terms of accessibility to these resources. Women farmers constitute one vital human resource in African agriculture. This study examines the state of women in African agriculture, by focusing on how policy and institutional considerations frame the conditions of access to agricultural resources.



Léautier, Frannie A.; Mutahakana, Franklin

CAPACITY DEVELOPMENT FOR HIGHER EDUCATION IN AFRICA: THE ROLE OF CAPACITY BUILDING INSTITUTIONS

Working Paper No. 23. 2012. 20 pages.

This paper looks at the challenges facing Africa and investigates the role played by capacity development, giving particular attention to higher education systems. Key in the consideration of policies reviewed in the paper is the role of tertiary education and its contribution to generating the skilled people needed to transform African economies as well as contribute to innovations through education and research in science and technology. The policies that need to be reviewed in the African context and the investments needed at the national and university levels are also highlighted. The paper concludes with what can be done to revitalize the education sector with special focus on the role of capacity development institutions such as the African Capacity Building Foundation.



Murekezi, Anastase

REBUILDING AFTER CONFLICT AND STRENGTHENING FRAGILE STATES: A VIEW FROM RWANDA

Working Paper No. 22. 2012. 12 pages.

Post-conflict states face more difficulties than others to develop. This is not surprising considering the many challenges associated with ensuring peace and stability, reconstructing the state, re-building infrastructure, etc. Africa indeed has a number of examples of post-conflict states that struggle with improving their desperate condition. The new aid paradigm, that focuses on country ownership of development and the strengthening of country systems to deliver services to the population is challenged by post-conflict and fragile states where a State's capacity to manage its own affairs is low and scrutiny of the Government by the public is not possible. In case a government does not appear to make progress to improve these, how can one improve effectiveness of Development Partners support? Rwanda is among the post-conflict countries that have demonstrated a leadership capable of successfully initiating and guiding a thorough national transformation process



By George Kararach; Kobena Hanson and Frannie Léautier,

Regional Integration Policies to Support Job Creation for Africa's Burgeoning Youth Population.

Working Paper No. 21. 2011. 34 pages.

The future of Africa is clearly regional and in the hands of its young people. The Continent boasts close to a billion people, a wealth of natural resources and rare minerals, abundant and under-utilized arable land and unique growth and market opportunities. Africa is going through a youth bulge with more people under 25 than above 50 in all of its countries. Creating opportunities for the burgeoning number of youth is a challenge that cannot be solved only at the country level. Unemployment and underemployment as well as poverty levels among young people remain unacceptably high despite efforts by national governments to promote sustainable development.



By Gibson Guvheya and Frannie Léautier

Using Information Communication Technology (ICT) to Enhance Socio-Economic Development – Implications for Capacity Development in Africa.

Working Paper No.20, 2011. 31 pages.

A hallmark of the new globalization, the adoption of ICT — computers, mobile phones and broadband connectivity — is now a key determinant of international competitiveness, prosperity and living standards. Earlier apprehension has given way to optimism that developing countries can harness ICT to leapfrog expensive investment in 20th century telephony, power and transport infrastructure. This paper surveys the cumulative international experience on leveraging ICT for economic growth and poverty reduction through creating new businesses and expanding opportunities for the poor.



By Kobena Hanson, George Kararach, Frannie Léautier and Robert Nantchouang.

Capacity Development in Africa: New Approach Motivated by Thinking on "Animal Spirits"

Working Paper No.19. 2010. 22 pages.

Animal spirits in modern economics has a specific meaning; it refers to the restless and inconsistent element in the economy as well as the peculiar relationship people have with ambiguity and uncertainty, which tends to lead to paralysis or incredible confidence and energy in decision-making and risk taking. Animal spirits have also been used to explain peaceful periods and instability or interpret track records of success and periods of disarray or spectacular failure, high levels of trust and confidence or extreme pessimism and distrust. Willingness to undertake extreme effort or self-sacrifice to get things done is another expression of animal spirits, which can again go in the opposite direction with people shirking responsibilities, and practicing generalized selfishness or individualism. Such behaviours can have visible effects on the performance of public agencies or civil

service agencies, in the behaviour of leaders in the public or private sector, or in the economic performance of a country. Differences across agencies and countries over time can also be explained if one is able to distinguish the effect of animal spirits. Using a logistic model, this paper tests for the existence of 'animal spirits' in the capacity development interventions spearheaded by the African Capacity Building Foundation (ACBF) - funded institutions.



By Frannie Léautier, George Kararach, Gibson Guvheya and Kobena Hanson.

Capacity building and skills development as prime mechanisms for Africa's socio-economic transformation: lessons from ACBF's interventions.

Working Paper No.18. 2010. 33 pages.

This paper draws on the extant literature and experiences of selected ACBF-supported interventions to examine the importance of capacity building and skills development for Africa's socio-economic transformation. There is now ample agreement that individual skills (human), organizational and institutional capital are key variables for economic growth, poverty reduction and long-term socio-economic transformation. With globalisation and the transition to knowledge economies where knowledge is a key driver of international competitiveness, knowledge generation is taking place at a rapid pace as well as becoming obsolete quicker, making capacity development vital — especially to allow for the exploitation and utilisation of experiential knowledge, intellectual capital and indigenous knowledge assets. Investing in human, organizational and institutional capacity is thus critical for attaining economic vitality, technological progress, and political stability...



By Kobena Hanson and Frannie Léautier.

Enhancing Institutional Leadership in African Universities: Lessons from the African Capacity Building Foundation's (ACBF) Interventions.

Working Paper No.17. 2010. 26 pages.

This paper draws on the extant literature and experiences of selected ACBF-supported programs to interrogate approaches to enhancing institutional leadership in African universities. The paper posits that African universities must proactively take charge of fostering institutional leadership so as to translate leadership competence into strategic assets. Such assets are key to bolstering intellectual capital, strategic scanning, i.e. the capacity to recognize the behaviour of interconnected systems to make effective decisions under varying strategic and risk scenarios, and the transformation of knowledge. To this end, African universities need to transcend their current 'modern' system of education to a post-modern perspective, which recognizes context, collaboration and knowledge as valued skills. Enhancing institutional leadership is also crucial if Africa is to compete in today's rapidly globalizing world and knowledge society...

PREVIOUSLY PUBLISHED AND AVAILABLE IN THE SAME SERIES

- **Capacity Issues in the Formulation and Implementation of the Next Generation of Poverty Reduction Strategy Papers.** By Mike I. Obadan and Sylvanus Ikhide. 2009. 62pages. Working Papers No. 16
- **Capacity building for the promotion of trade and investment in Africa challenges and strategies** By Soumana Sako and George Kararach .2008. 24 pages. Working Paper No.15.
- **A Review of Parliamentary Scorecards in Africa 2007.** 41 pages. Working Paper No.14.
- **Gender Budgeting as a Tool for Poverty Reduction: Concepts, Practices and Capacity Implications - The Case of South Africa** by Gloria Braxton - 2007. 39 pages. Working Paper No.13.
- **Areas of Focus of Capacity Building Interventions in Trade Policy Development and Trade Negotiations in Africa over the Medium Term, 2007 – 2011** by Michael G. Plummer Working Paper No.12. 2004. 25 pages
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- **Putting results first in Africa changing the lives of people: Final Peer Review Report.** July 2015. 20 pages.
- **Putting results first in Africa changing the lives of people: High Level Workshop Report.** May 23. 2014. 20 pages.
- **Putting results first in Africa changing the lives of people: Managing for development results country assessment [validated] - Report** May 2014. 29 pages.

PUBLICATIONS DISPONIBLES EN FRANÇAIS

RAPPORTS SUR LES CAPACITÉS EN AFRIQUE



Rapport sur les Capacités en Afrique RICA 2015 Les impératifs de capacités pour la mobilisation des ressources intérieures

2015. 186 pages ISBN: 978-1-77937-052-5

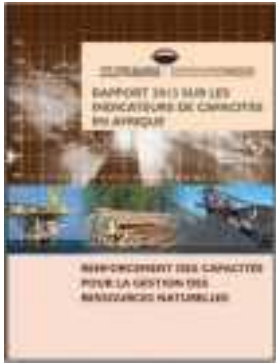
Le Rapport sur les Capacités en Afrique (RICA) 2015 envoie un message très clair : avec l'amenuisement de l'aide publique au développement en direction de l'Afrique, le continent devra compter davantage sur la mobilisation des ressources intérieures si elle entend mettre en oeuvre son programme de développement. Le RICA 2015 montre que cela est possible, car un bon nombre de pays africains fournissent des expériences pratiques de réussites fondées sur des stratégies et des initiatives qui peuvent facilement être adaptée à d'autres pays. Cependant, les déficits en ce qui concerne la capacité à générer l'épargne et les impôts sur les ressources nationales et à les affecter à des activités économiquement et socialement productives demeurent criards. Les capacités, dans leurs différentes dimensions, demeurent un problème pour les économies africaines en général, et pas seulement dans le domaine de la mobilisation des ressources intérieures (MRI). La majorité des 45 pays ayant fait l'objet de cette étude ont exprimé d'énormes besoins en matière de renforcement des capacités dans quatre domaines clés : le recouvrement des recettes ; le renforcement du secteur financier ; la lutte contre la corruption ; et la lutte contre les flux financiers illicites (FFI).



Rapport sur les capacités en Afrique 2014 : Les exigences de capacités pour l'intégration régionale en Afrique

2014. 230 pages ISBN: 978-1-77937-048-8

Le Rapport sur les Capacités en Afrique (RICA) et les indicateurs qu'il propose offrent les intrants nécessaires pour éclairer les choix en matière d'appui au renforcement des capacités. Pour la plupart des pays, l'environnement institutionnel est très propice, et les processus de mise en oeuvre sont en place. Cependant, les résultats de développement ne suivent pas, et encore moins les résultats en matière de renforcement des capacités. Le rapport et ses indicateurs soulignent également les réformes institutionnelles et en matière de réglementation qui sont nécessaires pour mieux soutenir les partenariats public-privé en matière d'investissement et de renforcement des capacités, ainsi que les investissements nécessaires pour renforcer davantage l'administration publique. De même, ils soulignent l'importance de la volonté politique dans l'inclusion sociale et le développement. Chaque rapport présente un thème annuel d'une importance clé pour le programme de développement de l'Afrique. Cette année, l'accent est mis sur les exigences de capacités pour l'intégration régionale, qui font partie du mandat de l'ACBF, et sur les capacités des communautés économiques régionales (CER).



Rapport sur les indicateurs de capacités en Afrique 2013 : Renforcement des capacités pour la gestion des ressources naturelles

2013. 510 pages ISBN: 978-1-77937-039-6

Le rapport 2013, le troisième de la série, se concentre sur un sujet d'importance capitale pour l'Afrique : la gestion des ressources naturelles. Bien que s'agissant d'un document holistique, il accorde une attention particulière aux besoins individuels et collectifs requis par les pays africains pour gérer efficacement les vastes richesses naturelles du continent. L'étude couvre les ressources renouvelables et non renouvelables, notamment les forêts, les terres, l'eau, les minéraux solides et les ressources pétrolières. Elle présente une analyse des perspectives critiques et des débats contemporains politiques et académiques sur la chaîne de valeur des ressources naturelles, dont les problèmes émergents tels que le changement climatique et l'économie verte. Des approches pragmatiques basées sur des solutions originales apportées dans différents contextes sont également présentées dans chaque chapitre du Rapport. Afin de rester cohérent avec le Rapport 2012 sur les indicateurs de capacités qui portait sur le renforcement des capacités pour la transformation agricole et la sécurité alimentaire, ce Rapport accorde une grande place aux questions du renforcement des capacités et aux choix politiques adoptés en matière de « croissance verte ». Ce document relie le thème de la gestion des ressources naturelles aux thèmes des deux Rapports ICA précédents (RICA 2011 consacré aux États fragiles, et RICA 2012 portant sur la transformation agricole et la sécurité alimentaire).



Rapport sur les indicateurs de capacités en Afrique 2012 : Renforcement des capacités pour la transformation agricole et la sécurité alimentaire

2012. 408 pages ISBN: 978-1-77937-038-9

L'Afrique est devenue un continent à plusieurs vitesses ! Au cours des deux dernières décennies, les pays africains ont enregistré une croissance économique moyenne comprise entre 5 et 8 %, malgré le faible niveau des investissements étrangers et la crise économique mondiale. De tels bons résultats, même avec des investissements très faibles, indiquent que l'Afrique est très prometteuse. En 2012, l'Afrique abrite les sept économies qui connaissent la croissance la plus rapide dans le monde. En même temps, l'Afrique est encore tributaire de l'aide extérieure, y compris l'aide alimentaire. Au cours des 50 dernières années, environ un billion de dollars américains d'aide au développement ont été fournis à l'Afrique. Mais le revenu réel par habitant est aujourd'hui inférieur à ce qu'il était dans les années 1970, et plus de la moitié de la population - environ 500 millions de personnes - vivent encore dans la pauvreté. À ce rythme, la plupart des pays africains ne pourront pas réaliser un grand nombre des Objectifs du Millénaire pour le Développement (OMD).



Rapport sur les indicateurs de capacités en Afrique 2011 : Renforcement des capacités dans les états fragiles

2011. 317 pages ISBN: 978-1-77937-028-0

Cette publication examine non seulement les besoins visibles de renforcement des capacités des pays mais également les éléments historiques, politiques, économiques, culturels ou sociétaux sous-jacents ayant contribué à leur fragilité actuelle et faisant obstruction aux efforts apportés pour résoudre



Aminata NDIAYE et Paul NDIAYE

CHANGEMENT CLIMATIQUE, DÉGRADATION ENVIRONNEMENTALE ET QUÊTE D'UTILISATION DES RESSOURCES NATURELLES : MIRACLE OU MIRAGE ?

OCCASIONAL PAPER 21. 2013. 50 pages. ISBN: 9781779370440

Le changement climatique exige une compréhension de son fonctionnement pour bâtir des politiques de gestion efficaces, car la variabilité climatique contemporaine a engendré des bouleversements des écosystèmes naturels et produit une désarticulation sociale. Il est donc nécessaire de revisiter certains concepts clés (dégradation, ressources naturelles, acteurs, etc.), avant d'examiner la réalité de la dégradation environnementale, au regard de facteurs peu souhaitables par rapport auxquels il faut pourtant essayer d'esquisser un futur désirable. Les dynamiques environnementales en cours génèrent, en effet, des mutations peu avantageuses et conduisent à des conflits redoutables sur l'eau, la terre et toutes les autres ressources dites naturelles. Dès lors, de nombreux défis se font jour ; ils appellent des solutions qui tiennent compte à la fois de l'illusion et du forçage du destin, car les expériences douloureuses imposent la prudence, mais les potentialités indiscutables fondent, a contrario, de réelles ambitions de sortie des situations difficiles dans lesquelles se trouve l'Afrique...

By Sams Dine SY

FINANCEMENT DU DÉVELOPPEMENT RÉILIENT AU CLIMAT EN AFRIQUE Évaluation prospective, cadre stratégique et plan d'action

OCCASIONAL PAPER 16. 2011. 36 pages. ISBN 9781779370310

Tandis que l'échelle des incertitudes s'enrichit de l'hypothèse sur les guerres climatiques, la controverse se déplace sur le terrain financier. En rupture avec l'aide au développement et le système financier classique, le financement du climat entre dans une période d'incertitude radicale. Les données et informations recueillies au fil des COP organisées, permettent de jeter les bases d'une prospective financière. L'étude propose des scénarios socio-économiques et financiers qui s'inspirent de la démarche initiée par le GIEC dans l'élaboration de profils représentatifs d'évolution. La vision de l'action concertée à long terme pour le financement permettra au mieux de mobiliser des fonds pour élargir la participation aux pays en développement à l'effort de collecte de données, d'élaboration de guides de bonnes pratiques. Mais la réduction du temps mis pour l'adaptation et l'atténuation pourrait déboucher sur des solutions plus radicales pour faire baisser la température. L'étude suggère que l'Afrique s'en tienne à la vision du développement erga omnes autour d'un système financier résilient au futur...

By Roger Nanfosso Tsafack

L'état du renforcement des capacités en Afrique

OCCASIONAL PAPER 13. 2011. 42pages. ISBN: 9781779370073

Comment rendre compte de l'état actuel du renforcement des capacités en Afrique ? C'est à cette question que tente de répondre le présent article. En s'inspirant de la production scientifique existante, en puisant dans les statistiques produites à l'intérieur et à l'extérieur du continent, en recourant aux développements proposés par des institutions nationales et internationales de tous horizons, il est possible de construire la trajectoire du renforcement des capacités en Afrique autour des théories du changement et du capital humain. La pratique du renforcement des capacités qui en résulte, fascinée par l'établissement de l'ACBF en 1991, et portée par l'intervention de plusieurs partenaires au développement, a considérablement influencé le mode d'action de l'Etat africain, les modalités de mise en œuvre des systèmes éducatifs et scientifiques, le déploiement de la microfinance, ou encore le choc des négociations commerciales multilatérales.



SÉRIE MÉMOIRES SUR LE DÉVELOPPEMENT



Par : H E Olusegun Obasanjo

GÉRER LA CRISE DE L'EMPLOI DES JEUNES ET DE LA SÉCURITÉ ALIMENTAIRE EN AFRIQUE LE RÔLE DE L'AGRICULTURE DANS LA CRÉATION D'EMPLOIS EN AFRIQUE

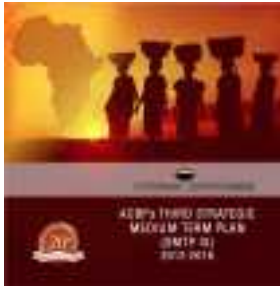
SÉRIE MÉMOIRES SUR LE DÉVELOPPEMENT ACBFDMS/008/2015. 2015. 21 pages. ISBN: 978-1-77937-050-1

Malgré l'abondance des ressources agricoles, l'Afrique sub-saharienne reste la région du monde la plus touchée par l'insécurité alimentaire. À mon avis, il y a de nombreux facteurs critiques responsables de l'insécurité alimentaire dans cette région. Ceux-ci comprennent les systèmes fonciers non viabilisés, les taux de prêts bancaires élevés, la disponibilité insuffisante des banques agricoles spéciales, un mauvais accès à l'information sur les marchés et les prix, un marché peu fiable pour les produits agricoles et de l'insuffisance en matière du réseau routier, de transports et d'infrastructures de stockage pour les produits agricoles. Il y a aussi un manque de capacités de coopération et d'ajout de valeur aux produits agricoles et de la faiblesse des moyens et accès aux services d'assurance agricole. En outre, le manque de capacités pour le travail et l'établissement des coûts font également partie du problème.

COMMUNAUTÉ AFRICAINE DE PRATIQUES AfCoP

- INITIATIVE DE L'AFRIQUE POUR LES RÉSULTATS -Suivi & évaluation de la prise en compte du genre dans les politiques nationales de développement en Afrique : le cas du Bénin- Etude de cas N°10. 6 pages.

KEY ACBF DOCUMENTS / DOCUMENTS CLÉS DE L'ACBF



SMTP III: ACBF's Third Strategic Medium Term Plan 2012 -2016

2011. 50 pages

ACBF's third medium term strategic plan for 2012-16 has been developed to address the key challenges the continent will be facing in the coming years, refining and refocusing the operations of ACBF, and repositioning the Foundation as a leader, major partner, and center of excellence for capacity development in Africa.

SMTP II: ACBF's Second Medium Strategic Medium Term Plan 2007 - 2011

2006. 121 pages

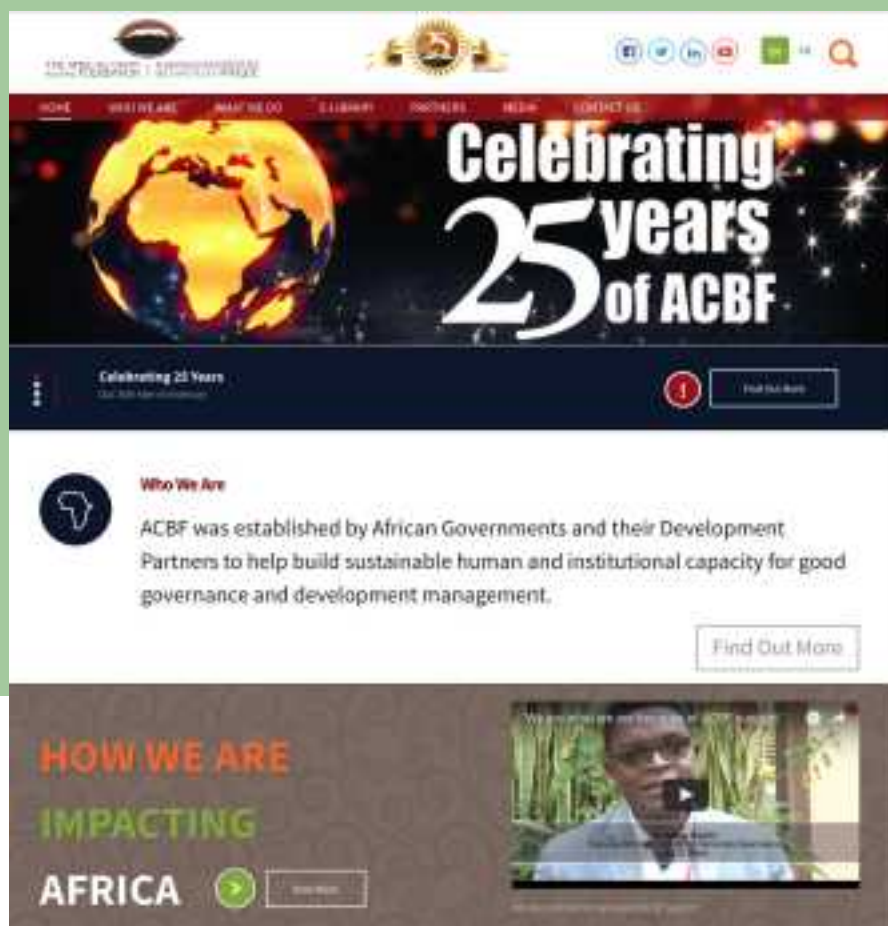
The plan is guided by experience in human and institutional capacity building with the theme "towards the achievement of the millennium development goals in Africa"

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The African Capacity Building Foundation (ACBF)
P.O. Box 1562 Harare, Zimbabwe
T: +263-4-304663 / 304622
root@acbf-pact.org