



ACBF in Brief



Building Sustainable Capacity
for Poverty Reduction in Africa



THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITES EN AFRIQUE



ACBF's vision is to be the leading African institution, in partnership with other stakeholders, in building sustainable capacity for good governance and poverty reduction in Africa.

The Foundation's key objectives are to build new capacity, strengthening and utilizing existing capacity in a sustainable manner. ACBF will achieve development results, through effective channeling of capacity to areas that (1) spur economic growth, (2) achieve poverty reduction, (3) strengthen good governance and (4) enhance Africa's participation in the global economy.

ACBF IN BRIEF

ACBF's strength is in its credibility as an institution 'for Africa, by Africa', with Africans taking greater leadership in proactively addressing the continent's challenges. The Foundation is staffed entirely by African professionals. ACBF's management and capacity- building approach is a marked deviation from the traditional technical assistance approach, as the Foundation's supports and promotes national control, local knowledge and broad-based participation. ACBF focuses on indigenous ownership, leadership, partnership, accountability and quality in its outputs and results. It also nurtures the inter-relationship dynamics of major stakeholders in the capacity building process.

ESTABLISHMENT

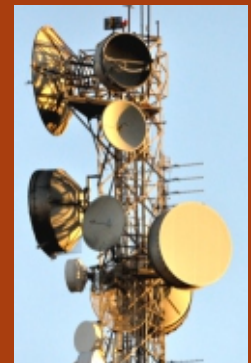
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Established on February 9th, 1991, ACBF is the outcome of a partnership between African governments and the international donor community. The major sponsors of the Foundation are African and non-African governments, the African Development Bank (AfDB), the United Nations Development Programme (UNDP) and the World Bank. The three institutions constitute the Foundation's sponsoring agencies: The International Monetary Fund (IMF) joined the Foundation in September 2002.

MEMBERSHIP

Countries and International Organizations which have honored ACBF with their support to date are the following:

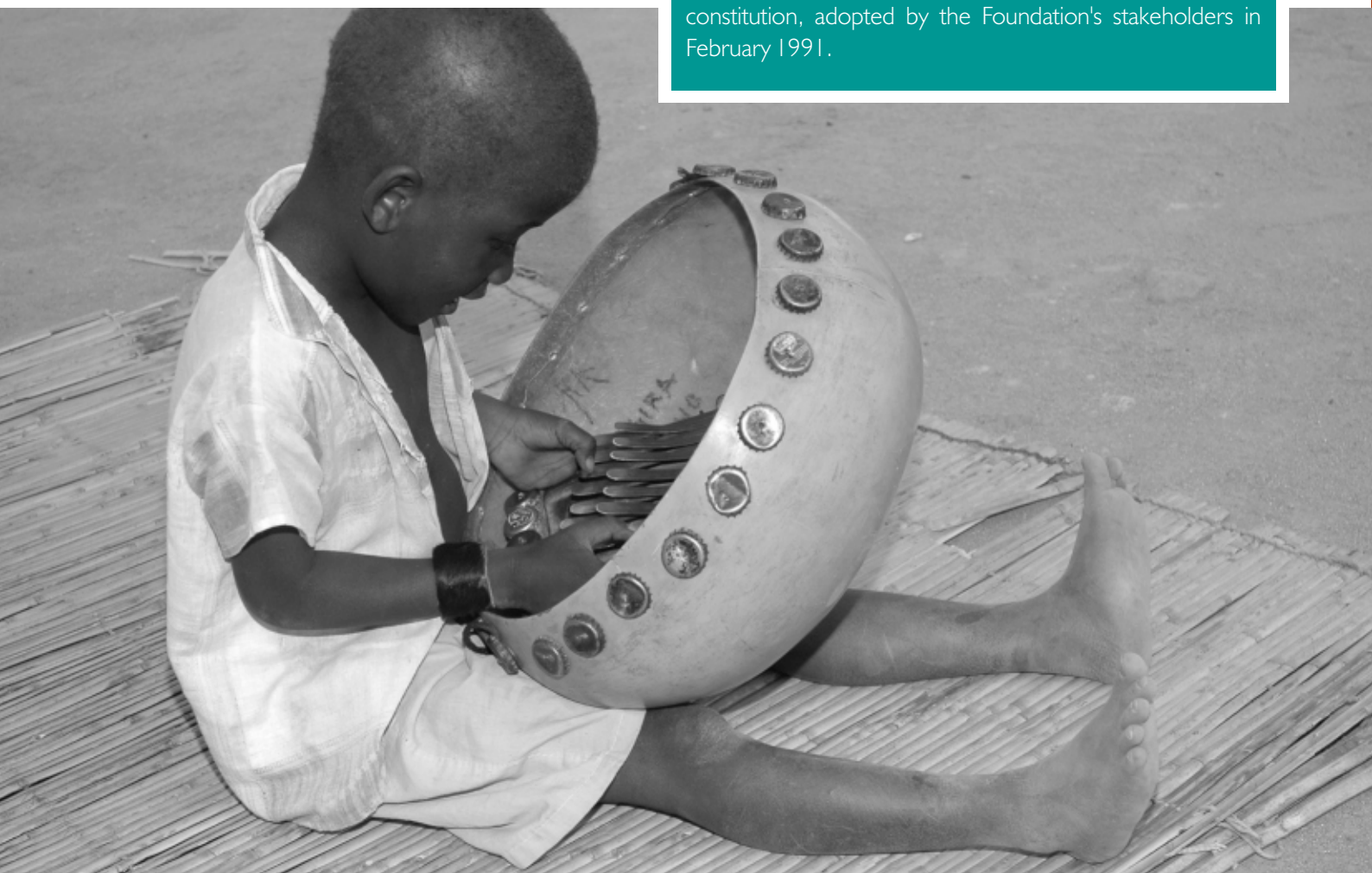
- Multilateral partners: the World Bank, the African Development Bank, the United Nations Development Programme and the International Monetary Fund.
- Bilateral partners: Canada, Denmark, Finland, France, Greece, India, Ireland, The Netherlands, Norway, Sweden, United Kingdom, United States of America.
- African partners: Benin, Botswana, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo (Brazzaville), Congo (DRC), Côte d'Ivoire, Ethiopia, Djibouti, Gabon, Gambia, Ghana, Guinea Bissau, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Namibia, Niger, Nigeria, Rwanda, Sao Tomé & Príncipe, Senegal, Sierra Leone, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia and Zimbabwe.



MISSION

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

ACBF's mandate in capacity building is defined by its constitution, adopted by the Foundation's stakeholders in February 1991.



'EMERGING CAPACITY CHALLENGES'

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ACBF's capacity development agenda will need to respond to a myriad of challenges facing Africa over the medium to long term. Among these are:

- Challenges of globalization including innovative capacity development interventions
- Development financing
- Agriculture and climate change
- Governance and leadership matters
- Fragile states and post-conflict countries reconstruction issues
 - Resource rich but capacity poor countries
 - Youth unemployment

In order to achieve strong and sustainable growth and social transformation in Africa, sound macroeconomic

policies, complemented by structural and institutional efforts are required to promote private sector development, investment and trade, economic diversification, growth recovery, employment generation and poverty reduction.

ACBF will respond by scaling up its efforts to deepen policy reforms and promote the effective application of knowledge for development. Increased investment in people and institutions in order to strengthen economic policy analysis and management capacity and public sector effectiveness remain very high on the development agenda of African countries. These are the areas of intervention in which ACBF must demonstrate its presence in the future.



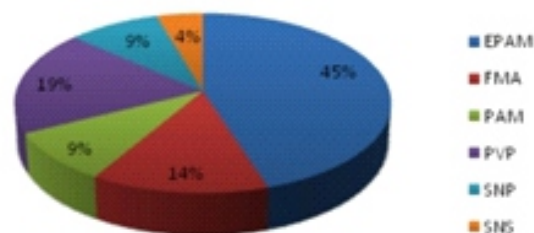
ACBF prides itself in its leadership as the foremost apolitical institution in Africa, where people go to for ideas on capacity development. ACBF is connected to the key institutions that deliver capacity results on the continent, and it funds creative trials in ways to build capacity. Partnerships are also key to the Foundation's success and ACBF operates as a credible, value-adding resource to capacity development institutions. Excellence is another guiding principle, where ACBF is recognized as an organization that has contextual knowledge about Africa, has the capability to co-ordinate the actions of others in capacity development and is joined-up with strategic institutions at the regional and sub-regional level. ACBF is known by key stakeholders and seen as a major source of support for getting things done. ACBF is also the only Foundation in Africa that focuses on human and institutional capacities on a regional level.

ACBF's current portfolio comprises 127 active projects in 45 African countries. Projects are managed under two Operations Departments which are geographically spilt into East & Southern Africa and West & Central Africa. The types of interventions that are ventured into and the entry points used by the Foundation are largely

ACBF AT WORK

dependent on the capacity needs of the country/region.

ACBF's Active Portfolio by Key Competency



ACBF'S CORE COMPETENCY AREAS

- Economic Policy Analysis and Management (EPAM)
- Public Administration and Management (PAM)
- Financial Management and Administration (FMA)
- Professionalising the Voices of the Private sector and Civil Society (PVP)
- Strengthening of Policy Analysis Capacity of National Parliaments (SNP)
- Strengthening & Monitoring of National Statistics (SNS)

REPOSITIONING...

...AFTER 20 YEARS



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In 2011 ACBF celebrated 20 years of capacity development in Africa under the theme: The Future of Africa is Now! The Critical Role of Capacity Development. The 20th Anniversary provided an opportunity to review the past and build on lessons learned. It was also an opportunity for the Foundation to reposition itself and address the ongoing and emerging capacity challenges facing the continent. High level forums, lectures and learning events were held throughout the anniversary year, with the highlight of the launch of the inaugural African Capacity Indicators Flagship Report in 2011, (ACIR 2011 – Capacity Development in Fragile States). Now working in 45 countries on the continent, the Foundation has embark on its new Third Medium Strategic Medium Term Plan (SMTP III 2012 – 2016) using lessons from past experiences, consolidating the gains from efforts at sector and country level and seeking opportunities for scaling up results through innovative program designs and effective partnerships. ACBF will continue to support strategic interventions, using them as opportunities for transformational change.



GOVERNANCE STRUCTURE

ACBF operates within a three-tier governance structure comprising a Board of Governors, an Executive Board and a Secretariat.

The Board of Governors: The Board of Governors comprises representatives of African and non-African countries, as well as the World Bank, the African Development Bank and the United Nations Development Programme. The Governors are usually African Ministers of Finance and/or Economic Planning, Directors-General or other high level representatives of international development cooperation agencies for non-African countries. The Board of Governors is the highest policymaking body of the Foundation. Its main responsibility is to set the broad policies for the operation of the Foundation, as well as the appointment of the independent members and chairperson of the Executive Board. Ordinarily, the Board of Governors meets annually. The Board of Governors has a Bureau of three members, (Chairperson and two vice-Chairpersons) who are elected annually.

The Executive Board: The Executive Board is charged with responsibility for operational policies, guidelines and strategies. The Executive Board meets ordinarily twice a year and is composed of experts in the field of capacity building in areas within ACBF's mandate. The ACBF Executive Board is made up of 11 members: two representatives of the sponsoring agencies and nine independent members, six of whom are Africans. The Executive Secretary is an ex-officio member of the Executive Board. The Executive Board operates with the support of three committees: Operations Committee; Finance and Human Resources Committee, and Risk and Audit Committee. The Operations Committee examines and provides guidance on projects, programs, knowledge management and other operational policy matters. The Finance and Human Resources Committee examines financial and human resources matters while the Risk and Audit Committee ensures that the Foundation's risk management tools are up to date at any given time.

The Secretariat: The Secretariat administers the Foundation, in accordance with the policies and guidelines set out by the Boards. Headed by an Executive Secretary, the Secretariat currently has staff members from 23 African countries, both in the professional and support categories.

HOW WE WORK

The Foundation's operations are implemented through three modalities:

- **Knowledge Management:** ACBF generates and collects knowledge, through supporting relevant research and studies on capacity building. The data generated or collected is shared with African countries, in order to assist them in addressing their capacity development challenges. ACBF also promotes knowledge sharing between African countries, as well as South-South cooperation in capacity building.
- **Advisory Work and Technical Assistance:** Over the years ACBF has built an integrated framework for a holistic approach to capacity building for good governance and sustainable development in Africa. The Foundation has built partnerships among African governments, the private sector, civil society and Africa's development partners. ACBF provides a forum for articulating issues and processes, sharing experiences, mobilizing resources, ideas and best practices related to capacity building.
- **Grant making:** ACBF provides grants to capacity building institutions rigorously selected on the continent to support operations in the areas of the Foundation's mandate. All grants are approved by the Foundation's Executive Board on the basis of requests submitted by the respective countries. Once a grant is approved, a Grant Agreement is signed, outlining the obligations of all parties. ACBF exercises regular supervision to assess the implementation of its programs and projects, in order to ensure that the objectives of its Grantees are achieved within the set deadlines.
- **FICAD** is a new instrument, designed to finance innovative ideas in capacity development.



NEW OPPORTUNITIES

A Sharpened Mission for Capacity Development: ACBF's Third Strategic Medium Term Plan (SMTP III) 2012 – 2016.

Through ACBF's new SMTP III, the Foundation seeks to support African countries in obtaining results in four specific areas:

- Public access to basic services that come from effective economic governance
- Legitimacy and accountability of the governance system
- Regional integration and enhanced share of African economies in global trade
- Responsiveness of African institutions in the management of uncertainty and risks, particularly from shocks such as commodity and food prices, oils shocks and risks from globalization.

Under this strategic plan, ACBF will seek to enhance critical capacities to promote political and social stability for transformational change; enhance capacity to engage and regulate the productive sector; and enhance capacity to track policy impact. To achieve this, ACBF will work in

partnership with public sector institutions, policy units and think tanks, non state actors, regional institutions, universities and training institutions, dynamic individuals.

ACBF interventions will be focused on targeted and flexible support to countries emerging from conflict, scaling up transformative change in reformer states and forging partnerships for leveraging in resources rich but capacity poor countries and in the middle income countries seeking effective regional and global integration.

Strategic Partnerships

For the African countries, ACBF is an important strategic institution that promotes economic integration, and strengthens organisations' for accountability in delivering, assessing, or judging development results. Partners include planning departments of ministries, parliaments and statistical institutions within countries, as well as those non-state actors that are important for successful capacity development.

For non-African stakeholders, ACBF aims to remain a credible partner, regarded as an institution that delivers results and one with which doing capacity development work in Africa is inevitable.

As an organization, ACBF aims to display at all times its drive for:

- Integrity: a fiduciary compliant, financially sound organization with professional and ethical staff striving to achieve sustainable capacity for Grantees.
- Results: a dynamic and robust institution, which delivers on strategy, and demonstrates impact to its Board and client-groups at large.
- Excellence: diverse staff that is energized, participates in developing vision and strategy, while working in an environment that rewards achievements and challenges them to do more.
- Capability: a flexible and dexterous organization, yet sophisticated enough to handle increasing complexities as Africa engages further both regionally and in a global economy, and faces major sustainability risks.

OUR CONTRIBUTION TO DEVELOPMENT

ACBF is a valued African institution: African members have since increased to 35 countries. Growth in membership is a sign of the continued support by member countries to ACBF's mission and objectives.

Country Ownership of Capacity Building Programs: The delivery of capacity building assistance, built on leadership by local actors and the utilization of existing local expertise, have contributed to enhanced ownership of capacity building projects supported by ACBF.



Support to the Poverty Reduction Strategy Paper (PRSP) Process, NEPAD and the African Peer Review Mechanism (APRM): Several ACBF-supported institutions have served as lead or coordinating institutions for the design, implementation and monitoring of the PRSP process. ACBF-supported institutions have also been very active in providing technical inputs for the APRM process.

Strengthening Voice, Participatory Governance and Accountability: The strengthening of voice of non-state actors and consultative processes in policymaking, as well as the support to the APRM process, show that ACBF plays a key role in enhancing participation and accountability in economic and social governance on the continent.

Capacity to Build Capacity: ACBF has adopted innovative models in its support to tertiary institutions and other specialized training institution, in the areas of economic and financial management and in the Foundation's work on strengthening public administration. Under the Economic Policy Management Program (EPM), ACBF deals directly with 7 African tertiary institutions and under the Public Sector Management Training Programme (PSMTP) deals with 4 African tertiary institutions. All programs are regional.

Retention of Skills and Reversal of Brain Drain: 29 policy centres and specialised training institutions, as well as various departments in some 73 universities that ACBF either deals directly with or through implementing agencies such as the African Economic Research Consortium (AERC), and the Le Nouveau Programme de Troisième Cycle Interuniversitaire en économie (NPTCI) participate in the training programs and have provided opportunities for the retention and intensive utilization of teaching and research capacity in three critical disciplines: macroeconomics, microeconomics, and agricultural economics.

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

SOURCES OF FUNDING

ACBF's resources consist of:

- (a) Funds contributed by members and donors to the African Capacity Building Fund (ACB Fund)
- (b) Income accruing from such contributions and other income
- (c) Additional or special contributions including sources from the private sector and other Foundations.

The Constitution also provides that each Government supporting the African Capacity Building Fund (ACB Fund) will meet a minimum financial requirement, with thresholds which are different for African and non-African members. Each Government may appoint one representative to serve as a Governor on the Board of Governors and governments may also appoint alternates.



SUPPORT US

The Critical Role of Capacity in Development

Africa's capacity will determine the achievement of the Millennium Development Goals in 2015 and the economic transformation of the continent beyond 2015. Institutional and human capacity development is the *raison d'être* of ACBF's work and strategy. Through capacity building initiatives, African institutions, governments, private sector, public sector and civil society organisations are able to design, implement, monitor and enhance delivery of development programmes in a timely manner.

The role of the African Capacity Building Foundation (ACBF) is essential in this process. Our responsiveness and support to the knowledge requirements and financial needs of partner institutions in capacity building has shown tremendous results. Since its inception, the Foundation has supported programs and projects in 45 Sub-Saharan African countries and committed more than US\$ 450 million to capacity building.

The accomplishments of the African Capacity Building Foundation (ACBF) would not have been possible without the contribution of donors and partners. Our mission remains critical to Africa's development. Your support is indispensable in discharging this mission.

Please visit our website at www.acbfpact.org and/or contact us at root@acbf-pact.org on ways to support the African Capacity Building Foundation (ACBF).





The African Capacity Building Foundation
7th Floor, ZB Life Towers
Cnr. Jason Moyo Avenue/Sam Nujoma Street
P.O. Box 1562
Harare, ZIMBABWE

Tel: (+263 4) 702931/2, 790398/9, 700208, 700210/11
Fax: (+263 4) 702915, 700215, 792894
Email: root@acbf-pact.org
Web site: www.acbf-pact.org