



## ANNUAL REPORT 2008

*Building Sustainable Capacity  
for Poverty Reduction in Africa*





THE AFRICAN CAPACITY  
BUILDING FOUNDATION

# ANNUAL REPORT 2008

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for Poverty Reduction in Africa*

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## ACKNOWLEDGEMENTS

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The FY 2008 Annual Report was prepared by the Foundation's Knowledge Management Department (KMD), under the guidance of the ACBF Executive Board.

The Department expresses its sincere thanks to colleagues who variously and collectively helped make this Annual Report possible through the submission of photographs, stories, data and design/layout.

Throughout its production, KMD benefited from the insights of colleagues who made time not only to read, but also to offer critical comments and editorial support. To this end, KMD is particularly grateful to the Executive Secretary, Ms. Frannie Léautier, for her invaluable guidance and insights; and Ms. Sunetra Puri, for critically reviewing the draft Annual Report.



## ACBF: FAST FACTS AND FIGURES

### Date of Establishment

- 6 February 1991

### Vision

To become the leading African institution in partnership with other stakeholders in the building of sustainable capacity for good governance and poverty reduction in Africa.

### Mission

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

### Core Competency Areas

- Economic Policy Analysis and management
- Financial management and Accountability
- National Statistics and Statistical Systems
- Public Administration and Management
- National Parliaments and Parliamentary Institutions
- Professionalization of the Voices of the Private Sector and Civil Society

### Mode of Intervention

- Grants
- Technical advice and support
- Knowledge-based products and services
- Partnerships

### Sponsoring Agencies

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

### Membership

- Full Members (45), comprising:
  - o 4 international development institutions (the African Development Bank, United Nations Development Programme, The World Bank and International Monetary Fund)
  - o 41 countries (Benin, Botswana, Burkina Faso, Burundi, Cameroon, Canada, Central African Republic, Chad, Congo (Brazzaville), Congo (DRC), Côte d'Ivoire, Denmark, Finland, France, Gabon, Ghana, Greece, India, Ireland, Kenya, Madagascar, Malawi, Mali, Mauritania, Mauritius, The Netherlands, Niger, Nigeria, Norway, Rwanda, Sao Tomé & Príncipe, Senegal, Sudan, Swaziland, Sweden, Tanzania, Uganda, the United Kingdom, the United States of America, Zambia and Zimbabwe); and
- One Honorary Member, the African Union.

## LETTER OF TRANSMITTAL TO THE BOARD OF GOVERNORS

04 September 2009

Dear Mme. Chairperson:

In accordance with Article VII, Section 8 (e) of the Constitution of the African Capacity Building Foundation (ACBF), I have the honor to present to the ACBF Board of Governors the *Annual Report* of the ACBF Executive Board for the period 1 January – 31 December 2008. The audited financial statements for the mentioned period, together with the report of the external audit firm thereon, are presented in the Annexes.

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



Emmanuel Tumusiime-Mutebile  
**Chairman, Executive Board**

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## ABBREVIATIONS AND ACRONYMS

AAA	Accra Agenda for Action
AAU CADRE	Association of African Universities Capacity Development Project for the Revitalization of Higher Education Institutions
ABR	African Business Roundtable
ACBF	The African Capacity Building Foundation
ACB Fund	African Capacity Building Fund
ACBI	African Capacity Building Initiative
ACE	Absorptive Capacity Enhancement Panel
AERC-CMAP	African Economic Research Consortium - Collaborative Master's Degree Program in Economics
AERC-Ph.D.	African Economic Research Consortium - Collaborative Doctorate Program in Economics
AfDB	African Development Bank
AFI	African Futures Institute
AFRISTAT	Observatoire Economique et Statistique d'Afrique Subsaharienne
AFRITAC	African Regional Technical Assistance Centre
AHRD	Administration and Human Resources Department
AIPA	Africa Institute for Policy Analysis and Economic Integration
AMICAALL	Alliance of Mayors' Initiative for Community Action Against HIV/AIDS at the Local Level
APIF	African Policy Institutes Forum
APRM	African Peer Review Mechanism
APUs	African Partner Universities
ARRF	African Resource and Research Forum
AU/OAU	African Union/Organization of African Unity
BCEAO	Banque Centrale des Etats de l'Afrique de l'Ouest
BEAC	Banque des Etats de l'Afrique Centrale
BIDPA	Botswana Institute for Development Policy Analysis
BOCONGO	Botswana Council of Non-Governmental Organisations
CADERT	Centre d'Analyse et de Renforcement des Capacités du Togo
CAFPD	Centre d'Analyse et de Formulation de Politiques de Développement
CAFRAD	African Training and Research Centre in Administration and Development
CAMERCAP	Projet de Renforcement des Capacités en Gestion Economique de la République du Cameroun
CANGO	Coordinating Assembly of NGOs in Swaziland
CAPAN	Cellule d'Analyse des Politiques de Développement de l'Assemblée Nationale
CAPE	Cellule d'Analyse de Politique Economique
CAPED	Cellule d'Analyse et de Prospective en Développement
CAPES	Centre d'Analyse des Politiques Economiques et Sociales
CAREF	Projet de Renforcement des Capacités des Réseaux des Femmes pour Lutter Contre la Pauvreté en République du Cameroun
CASC	Programme de Renforcement des Capacités des Structures de la Chaîne de Contrôle de la République du Cameroun
CCDB	Chambre des Comptes et de Discipline Budgétaire
CCG	Centre for Corporate Governance
CEMAC	Communauté Economique des Etats de l'Afrique Centrale
CENAF	Projet de Centre National d'Appui aux Organisations de Femmes du Gabon
CEPA	Centre for Policy Analysis
CEPOD	Centre d'Etudes de Politiques pour le Développement
CERCAP	Centre d'Etudes et de Renforcement des Capacités d'Analyse et de Plaidoyer
CERDI	Centre d'Etudes et de Recherches sur le Développement International
CESAG	Centre Africain d'Etudes Supérieures en Gestion
CIDA	Canadian International Development Agency
CIFAL	Centre de Formation des Autorités Locales
CIRES-CAPEC	Centre Ivoirien de Recherches Economiques et Sociales



CLKNET	Country-level Knowledge Network
CMAAE	Collaborative Master's Degree Program in Agricultural and Applied Economics for Eastern, Central and Southern Africa
CNPG-CEPEC	Centre National de Perfectionnement à la Gestion - Cellule d'Etudes de Politique Economique
CODESRIA	Council for the Development of Social Science Research in Africa
COMESA	Common Market for Eastern and Southern Africa
CONGAFEN	Coordination des Organisations Non-Gouvernementales Féminines Nigériennes
CoPs	Community of Professionals
CREAM	Centre de Recherches, d'Etudes et d'Appui à l'Analyse Economique de Madagascar
CSD-PSF	Civil Service Department Private Sector Facilitation Project
CSOs	Civil Society Organizations
DFID	Department for International Development
DGF	Development Grant Facility
DMPA	Directorate of Macroeconomic Policy Analysis
DPC	Development Policy Centre
DRC	Democratic Republic of Congo
EALA-EAC	East African Community - East African Legislative Assembly
ECA	Economic Commission for Africa
ECDPM	European Centre for Development Policy Management
ECOWAS-EPAU	Economic Community of West African States – Economic Policy Analysis Unit
EDRI	Ethiopian Development Research Institute
EEA/EEPRI	Ethiopian Economic Association/Ethiopian Economic Policy Research Institute
EGN	Economy of Ghana Network -
EFNET	Economic and Financial Policymakers' Network
EMPAC	Ethiopian Macroeconomic Policy Analysis Capacity Building Project
EPA	Economic Partnership Agreement
EPAM	Eritrean Capacity Building Project for Economic Policy Analysis and Management
EPAM-STP	Economic Policy Analysis and Management Capacity Building Project, Sao Tomé and Principe
EPANET	TAP-NET on Economic Policy Analysis and Management
EPM	Economic Policy Management
EPRC	Economic Policy Research Centre
ESAIDARM	Eastern and Southern African Initiative in Debt and Reserves Management
ESRF	Economic and Social Research Foundation
EU	European Union
FAD	Finance and Accounts Department
FIMANET	Technical Advisory Panel and Network on Financial Management and Accountability
GDN	Global Development Network
HIPCs	Heavily Indebted Poor Countries
IBRD	International Bank for Reconstruction and Development
ICP	International Comparison Program
ICT	Information and Communication Technology
IDEC	Institut de Développement Economique
IDEG-CAP	Institute for Democratic Governance Interface Capacity Building Project
IDF	Institutional Development Fund
IDRC	International Development Research Centre
IEF	Institut d'Economie et de Finances
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization for Migration
ISSER	Institute of Statistical, Social and Economic Research
IPAR	Institute of Policy Analysis and Research
KIPPRA	Kenya Institute for Public Policy Research and Analysis
KMD	Knowledge Management Department
KNET	Kenya Knowledge Network for Research and Development Policy
LCN	Lesotho Council of Non-Governmental Organizations

LIMPAC	Liberian Macroeconomic Policy Analysis Capacity Building Project
LMIS	Labour Market Information System Project
LMMP	Lesotho Macroeconomic Management Project
LSD	Legal Services Department
MACROFOR	Projet d'Appui à la Formulation et à la Gestion Macro-économique
MDGs	Millennium Development Goals
MDP	Municipal Development Programme
MEFMI	Macroeconomic and Financial Management Institute
MfDR	Managing for Results Development
MOU	Memorandum of Understanding
MRUTP	Mano River Union Training Program
NATSTA	National Statistical Office Project
NCEMA	National Centre for Economic Management and Administration
NEC	National Economic Council
NECF	National Economic Consultative Forum
NEPAD	New Partnership for Africa's Development
NEPAM	Network on Public Administration and Management
NEPRU	Namibian Economic Policy Research Unit
NFP	National Focal Point
NGO	Non-Governmental Organization
NGOCC	Non-Governmental Organization Coordinating Committee
NIEP	National Institute for Economic Policy
NPMSP	Namibian Performance Management System Project
NPTCI	Nouveau Programme de Troisième Cycle Interuniversitaire
NSO	National Statistical Office
ODA	Official Development Assistance
ODI	Overseas Development Institute
OECD	Organization for Economic Co-operation and Development
OMT	Operations Monitoring Team
OPD	Operatios Program Department
OZ	Operations Zone
PACT	Partnership for Capacity Building in Africa
PALOP	Macroeconomic and Financial Management Institute for the Portuguese Speaking Countries in Africa
PARCOSIT	Projet d'Appui au Renforcement des Capacités des Organisations de la Société Civile et à l'Interface au Tchad
PARECAP	Projet de Renforcement de l'Interface Etat-Secteur Privé-Société Civile
PARFIT	Programme d'Appui à la Responsabilité Financière et à la Transparence pour la Lutte contre la Pauvreté en République du Congo
PARLIANET	TAP-NET on Parliaments and Parliamentary Institutions
PAMNET	TAP-NET on Public Administration and Management
PARP	Policy Analysis and Research Project
PASU	Policy Analysis Support Unit
PCP	Parliamentary Capacity Building Project
PDTPE	Professional Development and Training Programme in Economics
PEARL	Project of Lectures and Workshops on Peace, Leadership and Development in Africa Eminent Persons
PHRD Fund	Policy and Human Resources Development Fund
PNRC CAF	Programme National de Renforcement des Capacités - Cellule d'Appui à la Formation
PNRCB	Programme National de Renforcement des Capacités du Burundi
PNRC - CMAP	Programme National de Renforcement des Capacités - Centre Mauritanien d'Analyse de Politiques
PRC	Project Review Committee
PRECAGEF	Projet de Renforcement des Capacités en Gestion Economique et Financière
PRECAREF	Projet de Renforcement des Capacités de Responsabilité Financière et de Transparence
PRECASP	Projet de Renforcement des Capacités de Lutte contre la Pauvreté
PREGESCO	Projet de Renforcement des Capacités de la Société Civile dans la

	Prévention et la Gestion des Conflits en Afrique Centrale
PRICIEGA	Programme de Renforcement des Capacités des Institutions de Contrôle et d'Inspection
PRIECA/AO	Projet pour le Renforcement de l'Interface entre les Etats et Chambres d'Agriculture de l'Afrique de l'Ouest
PRIESP	Projet de Renforcement de l'Interface entre l'Etat et le Secteur Privé
PRIME	Poverty Reduction Programming, Implementation, Monitoring and Evaluation Initiative
PRSP	Poverty Reduction Strategy Paper
PSCGT	Private Sector Corporate Governance Trust
PTCI	Programme de Troisième Cycle Inter universitaire
PSMTP	Public Sector Management Training Program
RECADIP	Projet de Renforcement des Capacités de la Société Civile et du Secteur Privé Pour le Dialogue Interpartenariat en République du Congo
PwC	PrinceWaterhouseCoopers
RECOFEM	Projet de Renforcement des Capacités des Organisations Féminines du Mali
RECs	Regional Economic Communities
RENFOR	Projet de Renforcement des Capacités de la Communauté Economique des Etats de l'Afrique Centrale
RESAPOD	Réseau d'Appui aux Politiques de Développement
RESPEC	Projet de Renforcement des Capacités en Statistiques, Etudes Prospectives et Planification pour la Lutte contre la Pauvreté en République du Congo
RCBP	Rwanda Capacity Building Program
RGC-B	Réseau de Gestion des Connaissances au Burkina Faso
SADC	Southern African Development Community
SAFEWIND	Secretariat Approved Funding Window
SANGOCO	South African Non-Governmental Organization Coalition
SAP	Staff Advisory Panel
SARIPS	Southern African Regional Institute for Policy Studies
SCMFG	Staff Change Management Focus Group
SDC	Swiss Agency for International Development
SENAREC	Secrétariat National pour le Renforcement des Capacités
SIWP	Strategy and Indicative Work Program
SMG	Senior Management Group
SMTP	Strategic Medium-Term Plan
SNV	Netherlands Development Organization
SOS	Staff Opinion Survey
SPRP	Staff Performance Review Panel
SPM-KSP	Senior Policymakers and Development Managers Knowledge Sharing Program
STATNET	TAP-NET on Strengthening of National Statistical Capacity
STPC	Strategic Transformation and Policy Centre
TANGO	Association of Non-Governmental Organizations of the Gambia
TAP-NET	Technical Advisory Panel and Network
UCCBP	Uganda Country Capacity Building Program
UEMOA	Union Economique et Monétaire de l'Afrique de l'Ouest
UNAM	University of Namibia Master's Degree Program in Public Policy and Administration
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UPE	Unité de Politique Economique
USAID	United States Agency for International Development
VOICENET	TAP-NET on Professionalization of the Voices of the Private Sector and Civil Society
WAIFEM	West African Institute for Financial and Economic Management
WAJA	West African Journalists Association
WBI	World Bank Institute
WTO	World Trade Organization
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZIPAR	Zambia Institute for Policy Analysis and Research
ZWRCN	Zimbabwe Women's Resource Centre and Network

## BOARD OF GOVERNORS (AS AT 31 DECEMBER 2008)

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Michel Prom  
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Anthony Akoto Osei  
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Ron Greenberg  
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### Member

Canada  
Ireland  
Malawi  
Mauritania  
The World Bank  
AfDB  
Benin  
Botswana  
Burkina Faso  
Burundi  
Cameroon  
Central African Republic  
Chad  
Congo (Brazzaville)  
Congo (DRC)  
Côte d'Ivoire  
Denmark  
Finland  
France  
Gabon  
Ghana  
Greece  
IMF  
India  
Kenya  
Madagascar  
Mali  
Mauritius  
The Netherlands  
Niger  
Nigeria  
Norway  
Rwanda  
Sao Tomé & Príncipe  
Senegal  
Sudan  
Swaziland  
Sweden  
Tanzania  
Uganda  
UNDP  
United Kingdom  
USA  
Zambia  
Zimbabwe

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Cait Moran; Patrick Coleman  
Patrick Kamwendo  
El'Hassen Ould Zein  
  
Soulé Mana Lawani  
Boniface G. Mphetlhe  
Lucien Marie Noël Bembamba  
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Marius Bessy  
Ove Fritz Larsen  
Sanna Halinen; Petri Wanner  
  
Onouvié Richard Auguste  
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Alfred Kammer  
  
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Fred Omach  
Barbara Barungi  
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## THE EXECUTIVE BOARD (AS AT 31 DECEMBER 2008)



*Emmanuel Tumusiime-Mutebile  
Chairman*



*Abdellatif Bernoussi*



*Tchabouré Aimé Gogué*



*Jan Isaksen*



*Kithinji Kiragu*



*John Loxley*



*Anand Rajaram*



*Edwin N. Forlemu*



*Lare Sisay*



*Frans Werter*



*Kerfalla Yansane*



*Ginette-Ursule Yoman*



## MESSAGE FROM THE CHAIRMAN OF THE EXECUTIVE BOARD



**Emmanuel Tumusiime-Mutebile**  
Chairman, Executive Board

The year began with a change in the leadership at the helm of the Foundation, following the departure of Dr. Soumana Sako, who had held the position of the Executive Secretary from January 2000 to January 2008. Dr. Edwin Forlemu was appointed Executive Secretary, ad interim, assuring partners a level of continuity.

The year also marked the second year into the Strategic Medium Term Plan (SMTP) 2007-2011 under which the Secretariat operated under a very constraining host country environment. The Foundation undertook a number of key events during the course of the year. Central to this, was the establishment of the Operations, Monitoring and

Evaluation Department in February and four key committees namely, Staff Welfare Enhancement Panel; Gender Mainstreaming Taskforce; Business Continuity and Adjustment Committee; and, Taskforce on Absorptive Capacity Enhancement. Additionally, specialized working groups were also set up to review and revise existing manuals and guidelines pertaining to Grant Recipients, Disbursement for Grant Operations, Asset Disposal for Recipients of ACBF Grants; Internal Audit; ACBF Operations, and, Financial and Administrative Procedures. Furthermore, in November 2008 two audits were launched namely, human resources and forensic.

One of the major undertakings for the Executive Board and Secretariat was the resource mobilization strategy to finance the SMTP 2007-2011. The SMTP estimated funding was US\$350 million over a period of five years. On June 26-27, 2008 the Board of Governors Meeting was held in Paris, France. It witnessed the announcement of new pledges to the ACBF Trust Fund for the implementation of the Plan; the approval of the Foundation's annual report and statement of accounts for 2007; and approval of the Gender Policy. Pledges in 2008 amounted to US\$199.002 million, leaving a funding gap of approximately US\$151 million. As a precautionary measure and in recognition of the gap in resources, the Board of Governors put in motion the resizing of the SMTP. The Board of Governors through the Chair of the Executive Board indicated timelines for the resizing and the evaluation of performance of the Plan during the second half of 2009.

The resource mobilization strategy was therefore a recognition that the Foundation will need to build a more systematic, predictable, long-term funding base. It also showed the need for the Foundation to continue to articulate the scope of the capacity deficit in sub-Saharan Africa and highlight the effect such deficit continues to have on the development of the Continent. As part of the strategy a Team was established for its implementation. The Team, led by Dr. Edwin Forlemu, made visits to Burkina Faso, Cote d'Ivoire, Djibouti, France, Ghana, Netherlands, Nigeria, Norway, Rwanda, Sweden, Switzerland and Tunisia.

On the projects and programs front, the Foundation stressed emphasis on the development of country and regional capacity building profiles. While project-based operations remain vital to the Foundation's portfolio, emphasis was placed on country programs for enhanced outcomes. This will foster a coherent and systematic approach to achieving each country's strategic objective in capacity building. Performance in the development of capacity profiles fell short of target. Against a target of nine, a total of five country capacity profiles and capacity needs assessment were launched. Three capacity building programs were developed, of which two in Burundi and Central African Republic focused on strengthening public sector effectiveness. The third program developed – a regional economic capacity building program in the Common Market for Eastern and Southern Africa (COMESA). Seven regional projects/programs were planned, with five achieved; two being direct support to regional economic communities to enhance capacity for regional integration processes. In post-conflict countries, the Foundation developed two projects in Angola, for the support of public administration capacity building, and in Sierra Leone, for capacity building of the national parliament. In all, a total of 22 projects and programs were submitted to, and approved by, the Executive Board to the tune of US\$25.452 million.

The knowledge management activities for the year focused on the development of four Country-Level Knowledge Networks, and with regards to publications produced six Findings and Recommendations Notes; one Knowledge Application Guide; five development memoirs under

the auspices of the Senior Policymakers Program; two Occasional papers; and six working papers. Events under the department included the annual meetings of the Technical Advisory Panels and Networks (TAP-NETs), held in Botswana in April and the second annual meeting of the African Policy Institutes Forum, held in Gabon in December. Under the program support activities, Foundation hosted two dissemination workshops on ACBF No-objection procedures. The workshops focused on strengthening the governance and management of ACBF-supported projects and programs to enhance ownership, accountability, transparency, effectiveness and efficiency. The Anglophone workshop was held in Ethiopia and the Francophone was held in Burkina Faso.

I wish to express my gratitude to the Board of Governors for their political and financial support given to the Foundation. As regards the Executive Board, I would like to thank my colleagues for their teamwork and valuable inputs in all aspects of the Foundation. To the management and staff of the ACBF Secretariat I would like to extend my gratitude for their hard work in a challenging environment as well as continuing to steer the ship as change knocks on our door. It is my deepest belief that the Foundation is growing from strength to strength as it consolidates its lessons and combined experiences. To all other ACBF stakeholders we thank you for your continued support.



Emmanuel Tumusiime-Mutebile  
Chairman, Executive Board

## STATEMENT FROM THE EXECUTIVE SECRETARY



**Frannie A. Léautier**  
Executive Secretary

ACBF's 2008 Annual Report highlights the milestones achieved by the Foundation during the year in review. The year began with the departure of Dr. Soumana Sako, following his completion of term as Executive Secretary, and the appointment of Dr. Edwin Forlemu as the Acting Executive Secretary. The transition occurred at a time when the global financial crises were stirring up a lot of uncertainties, particularly with regards to donor funding. The Foundation, however, responded to these developments with a positive attitude. To this end, the Foundation both managed to keep up with its ongoing programming activities, whilst embarking on a vigorous, yet meaningful, resources mobilization drive for its Strategic Medium Term Plan (2007-2011).

I am pleased to note that despite the global financial uncertainties, ACBF's African members managed to quadruple their contribution to ACBF, from US\$3 million in 1992 to US\$12 million in 2008. Notable, in this regard, is the quadrupling by Nigeria of its contribution to ACBF from US\$250 to US\$ 1 million. Other members such as Gabon, Botswana, Cameroon and Zimbabwe also pledged amounts in excess of the constitutional US\$250.000 required of members. These promising developments clearly attest to African Governments' appreciation for, and increasing sense of ownership of, ACBF's capacity building projects and programs.

During the year in review, ACBF managed to secure funding pledges for its Strategic Medium Term Plan II (2007–2011), to the tune of US\$199.002 million. Central to the aforementioned, was an unprecedented pledge of US\$150 million by The World Bank. A host of ACBF country members including, but not limited to, the following also fulfilled their pledges: Canada (Can\$ 8 million), Norway (NOK 40 million), Tanzania (US\$550.000), Rwanda (US\$300.000), Uganda (US\$250.000), and Ghana (US\$200.000). Relatedly, in fulfillment of past pledges, Denmark, the Republic of Ireland and Zimbabwe fully honored their pledges to the African Capacity Building Fund (ACB Fund) Phase II. Similarly, the Netherlands, Sweden, the United Kingdom (through DFID), Gabon, Mali and Rwanda and Zambia honored their pledges in respect to SMTP I in full. The Secretariat also renewed its efforts to engage Australia, Germany, Italy, Portugal, Spain and Korea as well as the European Union. Effort is ongoing to ensure pledges are paid in.

The year in review also saw ACBF's African ownership of the institution continue to grow, with new members — Sierra Leone and Djibouti — poised to announce contributions to the Foundation's Trust Fund. ACBF membership currently stands at 45 — comprising the 3 sponsoring agencies (AfDB, UNDP and the World Bank), the International Monetary Fund, 29 African countries, and 12 non-African countries.

The Foundation acknowledges the hurdles ahead, notably the important challenges raised in the reports of the just completed Human Resources and Forensic

Audits. I however am pleased to note that these challenges are being addressed — details of which will appear in the 2009 Annual Report. Accordingly, I am very optimistic about the possibilities and opportunities that lie ahead to tap into the creative talents of the staff, partners and clients of the Foundation. In looking ahead, ACBF plans to strengthen its existing partnerships while seeking out new potential collaborations in a way that elevates our ability to deliver effective and sustainable capacity building activities. More importantly, ACBF's most coveted resource — its professional and support staff—are very committed to, and motivated by our core mission: to build sustainable human and institutional capacity for poverty reduction in Africa.

Over the phase of our Strategic Medium Term Plan, the Foundation will seek to catalyze fundamental change in a way that distinguishes us from the myriad players in the field of capacity development. With this in mind, ACBF intends to step-up its focus on results, learning from successes and effective use of existing capacities in a way that transforms ACBF's approach and commitment to capacity development. In so doing, ACBF will develop a track record of results that come from the quality of its portfolio, the effectiveness with which it employs resources, and the adjustment in its operations and procedures that come from evaluation and learning.

This vision dovetails excellently with ACBF's adoption of the Managing for Development Results (MfDR) framework, which was approved by the ACBF Board of Governors at its 17th Annual Meeting in June 2008. The newly established Operations Monitoring and Evaluation Department (OED) will spearhead the integration of the MfDR into ACBF. The adoption of MfDR will enable ACBF improve its performance by fostering a strategic orientation in its projects and programs, as well as a culture of performance for the achievement of results. The focus on development results will enhance the relevance of ACBF as an accountable, results-oriented, and knowledge driven organization, consistent with OECD/DAC international good practices on monitoring and evaluation.

The year in review, also saw the ACBF Board of Governors formally endorse the ACBF Gender Policy at its 17th Annual Meeting. The formal adoption of the Gender Policy is the Foundation's contribution towards the attainment of MDG 3, which seeks to promote gender equality and women's empowerment. The policy will be implemented both at the level of the Secretariat as well as that of ACBF operations and is expected to provide clear and focused guidance to the staff of the Secretariat. The Policy will improve the design, development and management of gender sensitive capacity building projects and programs and increase the participation and influence of ACBF in various forums. The policy also gives room for tracking and measuring of progress of ACBF's implementation of the Gender Policy.

The sustainability of ACBF in today's complex world depends on balancing creativity with efficiency, breadth with quality, and speed with attention to detail. The Foundation, thus, needs to have a cadre of people who are known for their professionalism, integrity and commitment to the challenge of capacity development in Africa.

As we look forward, it is essential that those who share in our belief that today's capacity development interventions and resulting policy-decisions can be improved, and tomorrow's challenges anticipated, join us in forging a new path for ACBF.

I wish to express my sincere appreciation to the ACBF Board of Governors, Executive Board, projects, partners and stakeholders for your continued financial and political support. I am honoured by the trust the Board has placed in me, mindful of the patience needed to get results, yet retaining the impatience and striving for approaches that will get us there faster.



Frannie A. Léautier  
Executive Secretary



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## ADDENDUM

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Over the past few months, a number of key developments central to the Foundation's future have taken place. While these developments occurred outside of the scope of the FY2008 Annual Report, i.e. after 31<sup>st</sup> December 2008, both the Secretariat and the Executive Board deem these developments vital such that they be highlighted here, albeit briefly, and expatiated upon in the FY2009 Annual Report. Central to the aforementioned are the: completion of the Human Resources and Forensic audits in May 2009; convening of a Special Executive Board Meeting in June 2009 to review the findings of the External Audits; assumption of office of the substantive Executive Secretary in July 2009; and preparation and implementation of a Management Action Plan (MAP) to address the challenges raised by the Human Resources and Forensic audits.

*Human Resource and Forensic Audits:* The audits, commissioned by the Executive Board in November 2008, were completed in May 2009.

*Special Executive Board Meeting:* In June 2009, the ACBF Executive Board met in Harare, Zimbabwe to review the findings of the aforementioned audits. The Executive Board consequently put four managers on administrative leave with immediate effect pending further consideration. Mr. Lare Sisay, Member of the Executive Board, was then appointed Head of the ACBF Transition Team until the substantive Executive Secretary assumed office.

The Executive Board at its 41<sup>st</sup> Regular Meeting held in Marseille, France on 31<sup>st</sup> August – 1<sup>st</sup> September 2009 put in further measures to strengthen the control framework of the Foundation, including approval of a Management Action Plan.

*Assumption of duty of the new Executive Secretary:* On July 1, 2009, Dr. Frannie A. Léautier assumed office as the substantive ACBF Executive Secretary. Dr. Léautier worked with the Transition Team to secure the bank accounts of ACBF, and started to implement measures aimed at tightening fiduciary controls within the Foundation. The Executive Secretary also conducted extensive and comprehensive interviews with staff, engaging them in one-on-one brainstorming and group work resulting in an evolving strategy and vision for the Foundation.

*Implementation of the Management Action Plan:* The Secretariat is responding to the challenges raised by the two external audits by implementing a Management Action Plan (MAP), which seeks to strengthen and reform ACBF's structures, functions, procedures, products, and performance with a specific focus on improving the approach to risk assessment and management, as well as the framework for controls. The Executive Board at its 41<sup>st</sup> Regular Meeting held in Marseille, France on 31<sup>st</sup> August – 1<sup>st</sup> September 2009, assessed progress towards implementing the ACBF Management Action Plan (MAP), details of which will be highlighted in the FY2009 Annual Report.





# EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

The year 2008 marked the second year of implementation of the Second ACBF Strategic Medium-Term Plan (SMTP II, 2007-2011). The highlights of the year were:

(a) *Convening of the Pledging Conference:* The Foundation organized a Pledging Conference on 3 February 2007 in Paris, France to mobilize resources

for the implementation of SMTP II. The Conference raised approximately US\$199.002 million, leaving the Foundation with a shortfall of US\$151 million required to meet the projected implementation cost of the SMTP II. In response to the identified shortfall, ACBF embarked on a vigorous resource mobilization drive in the year under review, aimed at raising the balance.

**Table 1. Summary of ACBF Operations, Resources and Finance, 2005 – 2008**

Items	2008	2007	2006	2005
• Cumulative number of grants approved by the Executive Board	227	211	193	61
• Cumulative number of country-level knowledge networks (CLKNETS)	6	7	5	5
• Cumulative number of grants to national focal points (NFPs)	26	26	26	26
• Cumulative number of SAFEWIND & ACNET operations approved?	94	82	70	51
• Cumulative number of active operations	142	170	160	139
• Number of approved operations	16	18	32	25
- Grants to new operations	4	12	20	13
- Grants to refinanced operations	12	6	12	12
• Cumulative number of countries covered	40	40	40	40
• Cumulative number of ongoing operations				
- Public sector	107	133	126	108
- Interface	24	29	28	25
- Strategic interventions, including CLKNETS	6	8	6	6
- SAFEWINDS	6			
• Mid-term reviews	19	8	15	19
• Appraisal and supervision missions	373	419	380	351
• Capacity needs assessment missions	5	6	8	6
	<b>US\$ Millions</b>	<b>US\$ Millions</b>	<b>US\$ Millions</b>	<b>US\$ Millions</b>
Cumulative total cost of operations	1 135.63	1 124.63	1 041.09	897.30
Cumulative commitments to operations	412.94	388.96	358.47	287.81
New commitments	22.57	29.55	68.80	35.34
Cumulative disbursements	253.207	218.14	182.08	150.98
Cumulative co-financing commitments	369.21	357.07	333.53	310.56
Cumulative Paid-in contributions (Phase I)	67.07	67.07	67.07	67.07
Cumulative Paid-in contributions (Phase II)	40.47	40.47	40.47	40.27
Cumulative Paid-in contributions (ACBF-PACT Phase)	275.04	242.09	217.33	175.56
Cumulative investment income	46.46	34.70	25.18	22.56

(b) *Approval of new projects and programs:* The Executive Board approved 16 projects and programs during the year in review. Of these, ten (10) were new full-fledged projects; six (6) were projects for refinancing; and, two (2) Country-Level Knowledge Networks (CLK-NETs) in Burkina Faso and Ghana.

(c) *Accra Agenda for Action (AAA):* The Foundation's active participation in the High-Level Forum on Aid Effectiveness, held on 2-4 September 2008 in Accra,

Ghana, was invaluable from the standpoint of enhancing ACBF's visibility as a key player in the field of capacity building on the Continent. The ACBF delegation, led by Dr. Edwin Forlemu, Executive Secretary, a.i., interacted with a wide array of potential partners, including Japan, Organization for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC), the Netherlands, Sierra Leone, and the Islamic Development Bank. The ACBF delegation used the opportunity to issue a statement, underscoring the

point that capacity building lies at the core of efforts to make aid better and more effective. The statement highlighted three underlying factors central to effective capacity building, namely: (i) the need for capable leadership and know-how to spearhead change; (ii) the need for overarching visions to direct the efforts of states and other stakeholders; and, (iii) the need for an enabling environment of rules, processes and organizations to guide all actors.

(d) *ACBF Gender Policy*: The ACBF Board of Governors formally endorsed the ACBF Gender Policy at its 17<sup>th</sup> Annual Meeting in June 2008. The policy will be implemented both at the level of the Secretariat as well as that of ACBF operations and is expected to provide clear and resolute guidance to the Secretariat staff. The Policy will advance the design, implementation and management of gender-sensitive initiatives. The policy also gives room for tracking and measuring of progress of ACBF's implementation of the Gender Policy.

(e) *Management of the ACBF portfolio of projects and programs*: As part of its efforts to maintain a portfolio of sound projects and programs, the Foundation conducted 373 project appraisal and supervision missions, undertook 19 mid-term reviews of existing operations, and 5 capacity needs-assessment mission.

(f) *Managing for Development Results*: The Foundation adopted the Managing for Development Results (MfDR) framework in 2008. The Operations Monitoring and Evaluation Department (OED) will spearhead the uptake of the MfDR into ACBF. MfDR is expected to enhance the Foundation's performance by fostering a strategic orientation in its project and program operations. The focus on development results will further improve the relevance of the Foundation as an accountable, results-oriented, and knowledge driven organization, consistent with OECD/DAC international good practices on monitoring and evaluation.

(g) *Deepening of knowledge management and sharing activities*: The Foundation pursued its broad range of knowledge-management activities

involving knowledge networks, operations and thematic research, the senior policymakers and development managers' knowledge sharing program, publications, knowledge management forums, and website development.

(h) *Development of outreach, networking, partnership and program support activities*: ACBF strengthened its ongoing networking and partnership arrangements with the United Nations Commission for Africa (UNECA), The World Bank Institute (WBI), the IMF-AFRITACs, the African Union (AU); Global Development Network (GDN); and, Microsoft amongst others.

(i) *Enhancement of corporate and financial management functions*: As a maturing organization, the Foundation continued to improve its internal corporate and fiduciary functions so as to utilize its resources as effectively and efficiently as possible. These efforts were accompanied by ongoing measures to upgrade the internal audit function and to strengthen the IT platform, in the hope of enhancing the ACBF work spiral.

(j) *Resource mobilization*: The Foundation dedicated the year in review to intensifying its resource mobilization effort, acknowledging the fact that the process is long-term, and often yields results after years of sustained effort. With the key components of the Foundation's resource mobilization efforts already in place, the critical issue remained the pursuit of resources (see Box 1 on page 4).

The aforementioned, coupled with the decision by the Board of Governors directing the Foundation to develop a re-sized Strategic Plan mirroring resources raised thus far, dictated the Foundation's resource mobilization efforts. The Rolling Plan, thus, was premised on the understanding that it would yield more optimal results since the Foundation would rationalize its funding targets while maintaining its capacity to adjust in the event that more resources became available. Future plans will recommend an enhanced role for the partnership function, which has become increasingly necessary in order to take forward resource mobilization efforts in a sustained and feasible manner.



*Members of the ACBF Executive Board at a meeting in Marseille, France*

#### **Box 1: ACBF Resource Mobilization Drive**

In its resource mobilization drive for FY 2008, the Foundation noted the fulfillment of past pledges by the following countries: Denmark, the Republic of Ireland and Zimbabwe, which had fully honored their pledges to ACB Fund Phase II. Sweden, the United Kingdom (through DFID) and Zambia had settled their pledges in respect to SMTP I in full, while Gabon, Mali and Rwanda had made payments in respect of the same. The Netherlands undertook to honour in full its pledges in respect of SMTP I. Canada took the first steps to settle its additional pledge of C\$8 million in respect of SMTP II.

With regards to financing of SMTP II, 2007 – 2011, the Foundation received confirmed and indicative pledges totaling US\$199.002 million. This amount includes a pledge of US\$150 million by The World Bank for a period of 5 years. The Foundation, at its 17<sup>th</sup> Annual Meeting of the Board of Governors, also acknowledged the following pledges: Ghana (US\$200.000), Rwanda (US\$300.000), Tanzania (US\$550.000), Uganda (US\$250.000), as well as Norway (NOK 40 million). A number of existing donors are also yet to announce their pledges for SMTP II. These include Congo (DRC), France, the IMF, India, Ireland, Japan, The Netherlands, Sudan, Sweden, and the United States. The Foundation is hopeful that the expected contributions will be pledged soon.

In order to raise the full complement of resources required to finance SMTP II, the Foundation considered and took steps to engage non-traditional donors such as private family Foundations and corporations (The Mo Ibrahim Foundation, the Ford Foundation, the Bill & Melinda Gates Foundation, the Rockefeller Foundation, the Aga Khan Foundation, the OPEC Fund for International Development and the Soros Foundation). The objective of such collaboration is to mobilize resources in the form of direct grants to the common Trust Fund or through collaborative partnerships in the areas of mutual interest.

The Secretariat also renewed its efforts to engage countries such as Australia, Germany, Italy, Portugal, Spain and Korea as well as the European Union, and strengthened its collaborative partnerships with other development partners such as the United Nations Economic Commission for Africa (UNECA) through the signing of an MOU covering economic analysis and management, statistics, governance, gender and Knowledge Management.

In preparation for re-profiling itself to better address the continent's emerging development challenges, the Secretariat established a working relationship with the Alliance for a Green Revolution (AGRA), while envisaging collaboration in the area of evidence-based agricultural policy against the background of the emerging food crisis.



# **STORIES OF CAPACITY BUILDING: THE IMPACT OF ACBF SUPPORTED OPERATIONS**

## STORIES OF CAPACITY BUILDING: THE IMPACT OF ACBF SUPPORTED OPERATIONS

The performance of ACBF-supported operations remained strong in 2008. The Foundation had its greatest impact in the area of economic policy analysis and management. Although operations in financial management and professionalization of the voices of civil society and the private sector were more recent, they have led to significant positive effects in a relatively short period of time.

With regards to economic policy and management, ACBF support was mostly channeled through its support to policy institutes and regional training programs. ACBF-supported policy institutes influenced economic policy making processes and had notable effects through increased support to relevant government ministries, departments and central banks across sub-Saharan Africa. Policy Institutes contributed to inform debates on the formulation of major economic development programs through providing background research information. Further, policy institutes continued to play active roles in informing the policy making and development processes in their respective countries. Policy institutes provided quality advice, analytical inputs into the process of economic policy management, and contributed in various national development forums. They were instrumental in generating independent analysis of policies to relevant government ministries, departments, central banks, development partners and other stakeholders in the region. They were also instrumental in enhancing capacities of national institutions, young professionals and non-state actors in policy analysis and other related areas.

The visibility of institutes such as the Botswana Institute for Development Policy Analysis (BIDPA), Centre d'Analyse des Politiques Economiques et Sociales (CAPES) in Burkina Faso, Centre d'Etudes de Politiques pour le Développement (CEPOD) in Senegal, Centre for Policy Analysis (CEPA) in Ghana, Kenya Institute for Public Policy Research and Analysis (KIPPRA), and Economic Policy Research Centre (EPRC) in Uganda, among others, has been rising among government agencies, the private sector and the donor community. As a result of such

visibility, some institutes such as CEPOD and CAPES have been able to mobilize higher levels of co-financing than initially planned from the Government and other partners. CAPES and KIPPRA underwent successful evaluations, which confirmed their relevance to their respective country efforts to build capacity in policy analysis and development management. In the case of CAPES, its success in enhancing access to knowledge on economic development was touted. KIPPRA was similarly cited for its input to the advancement of knowledge on policy issues, strengthening of policy dialogue, and building a pool of national experts in economic policy management.

The major factors contributing to the success of policy institutes are the commitment of their leadership and their ability to identify key processes through which they can expand their influence on the policy process. ACBF-supported Policy Institutes such KIPPRA and Institute of Policy Analysis and Research (IPAR) in Kenya; CEPA and Institute for Democratic Governance Interface Capacity Building Project (IDEG-CAP) in Ghana; EPRC in Uganda; and, Economic and Social Research Foundation (ESRF) in Tanzania have been able to establish sound networking relations with national and international institutions such as The World Bank, the International Monetary Fund, the European Commission, the United Nations Economic Commission for Africa (UNECA), the International Food Policy Research Institute (IFPRI), and various policy research organizations within and outside sub-Saharan Africa. They also maintain active membership in several bodies at the national and sub-regional levels.

CEPA in Ghana and EPRC in Uganda, also support economic policy management through the development of macroeconomic models; assistance to governments in the Poverty Reduction Strategy Paper (PRSP) processes, formulation of nation-wide economic reform programs, trade negotiations, and economic governance; capacity needs assessments and costing of projects under the MDGs, and articulating long-term socio-economic development vision. Contributions by the Policy Institutes are largely in the forms of provision of policy recommendations to governments, organization of consultative forums for policy dialogue

on key development issues, drafting of policy papers, serving in government task forces, and reviewing government programs and policies, among others. For instance, many Policy Institutes were commissioned by the governments to present position papers on the Economic Partnership Agreement (EPA) and options available in the event that African countries did not agree to sign this agreement. Two Policy Institutes, namely, CEPOD and EPRC, served as focal points for the implementation of poverty reduction strategies – the Accelerated Growth Strategy (AGS) and Poverty Eradication Action Plan (PEAP). In many countries, the Minister of Planning consults Policy Institutes frequently on major economic policy issues such as agricultural development, budgeting and private sector promotion. They have been instrumental in upgrading economic management systems in some countries such as Guinea where the Institute enabled the operationalization of the computerized customs management system.

The Economic Policy Management (EPM) training programs established in seven universities across the Continent, namely Cameroon, Côte d'Ivoire, the Democratic Republic of Congo, Ghana, Mozambique, Uganda, and more recently, Zambia are gaining greater visibility and gradually enjoying positive reviews as their graduates join public sector institutions and contribute to policy change in their respective countries. Similarly, regional training institutions and programs, such as BCEAO/BEAC Macroeconomic Training, the African Economic Research Consortium (AERC), and the Programme de Troisième Cycle Inter-Universitaire (PTCI), have fundamentally contributed to upgrading economic policy analysis management across sub-Saharan Africa (see Box 2 on page 8).

In 2008, ACBF pushed forward the agenda of improving transparency in the management of public resources through its support to auditor-general's offices, courts of accounts, state audit institutions and finance committees of various parliaments in many countries. ACBF-supported institutes are making a significant impact in this area by increasing the supply of competent auditors to serve the transparency pillar of the national strategic development programs. As a result, the

volume of state audit missions is on the rise in several countries and they have considerably gained in quality.

In Djibouti for instance, ACBF-supported institutes, CCDB and IGE made an effective contribution to the improvement in the quality and credibility of data reported on public finances by publishing an annual budget implementation report. With the improved investigation tools received through the capacity building activities of the CCDB and IGE projects, State auditors were able to unveil several cases of fraud which led to the initiation of administrative and legal proceedings against public sector officials indicted for misappropriation of public funds. Based on the recommendations formulated by the CCDB project, the Chamber of Accounts of the Supreme Court of Djibouti was upgraded into a Court of Accounts, thus giving it more autonomy and leverage for the formulation of a State audit strategy, the planning of audit missions and the monitoring of the enforcement of audit recommendations. In Senegal, the support to PRECAREF translated into major contributions to the enhancement of transparency through its support to a number of audit missions conducted in state-owned enterprises or public institutions; training officials from the Ministry of Finance on the new computing programs and techniques.

Regional initiatives such as BEAC/BCEAO Pôle Dette in Cameroon, MEFMI in Zimbabwe and WAIFEM in Nigeria are making an increasingly visible impact on the emergence of meaningful techniques for regulating and operating a domestic financial market and effective debt management through reforms that assisted beneficiary countries in reconstructing their aid management institutions.

In addition, the Foundation has supported the development of reliable national statistics and statistical systems mainly through the institutional enhancement of national statistical offices by increasing the supply of competent statisticians and the upgrading of their working environment. Through the Malawi Statistical system project significant progress was made in the revision of the Statistics Act, in 2008. The revised Act presents Malawi with a new opportunity for data production and utilization.

The pilot phase of the Labor Market Information System (LMIS-AFRISTAT), which ended in April 2008, covered

## Box 2: The Collaborative PhD Program in Economics: Nurturing Africa's Intellectual Capital

The Collaborative PhD Program (CPP), currently in its second phase, became operational when it admitted its first cohort of students in the academic year 2002/2003. Eight universities in Sub-Saharan Africa implement the program, four of which are referred to as host degree-awarding universities (DAUs). Each of the DAUs organizes the teaching of core courses, each year for candidates from respective regions. The 4 host DAUs are:

- The University of Cape Town (South Africa)
- The University of Dar es Salaam (Tanzania)
- The University of Ibadan (Nigeria)
- The University of Yaoundé II (Cameroon)

The remaining 4 are termed non-host degree-awarding universities. They are:

- - The University of Benin (Nigeria)
  - The University of Cocody (Cote d'Ivoire)
  - The University of Nairobi (Kenya)
  - The University of the Witwatersrand (South Africa).

ACBF has made available a total of US\$6.5 million for both CPP I, II. To-date, over 50 students have graduated from the program, most of whom are employed in universities, central banks and national policy research institutions across Africa. For example, Dr Tarawalie Abubakar is the head of Western Africa Management Institute (WAMI) and Dr Muhamed Jalloh is the CEO of the Sierra Leone Stock Exchange.

To successfully implement the program, host and degree-awarding universities are offered financial assistance from the ACBF grant. The financial support facilitates start-up, operating, and institutional programs and activities, which include a Joint Shared Facility (JSF) at a designated University. Through this grant, the doctoral program contributes, in part, to the renewal of university education in Africa, especially by providing essential infrastructure for doctoral level teaching in economics. The CPP spends approximately US\$59,000 per student for the entire degree program, representing a third of what a similar program would cost in North American Universities. The implementing institution for the Grant — the African Economic Research Consortium (AERC) — has built meaningful partnerships with the following co-sponsors of the program: The World Bank, Rockefeller Foundation, IDRC, Ford Foundation, NORAD, AfDB, the Republic of South Africa, SIDA/SAREC, USAID, the Gates Foundation, CPP and the broader AERC have greatly contributed to the strengthening of graduate teaching in economics and research capabilities in sub-Saharan Africa.

It is clear that the demand for the CPP exceeds the available scholarships, as reflected in the number of qualified applicants vis-vis the number of supported applicants. Since the 2002/2003 academic years, the number of applicants seeking to join the program has consistently been over eighty, yet available financial resources are only able to fully sponsor 21 first-year students annually (plus continuing students) for the entire sub-Sahara Africa. In the current Phase II, ACBF has made provision for an additional US\$1.0 million for the management of the Yaounde II Ph.D program.

The collaborative nature of the CPP allows for the quality and scaling up of economics research, teaching and policy analysis across Africa. The program design acknowledges a pooling of resources, realises economies of scale, meets international standards, has relevance for Africa and promotes local ownership. In the short to medium term the CPP aims to train 400 PhD candidates.

five countries (Mali, Nigeria, Cameroon, Uganda and Zambia), with AFRISTAT serving as the executing agency. The project has raised awareness among policy makers on the importance of a reliable labor market information system in the formulation and improvement of poverty reduction strategies. This

resulted in increased Government contribution toward the collection and dissemination of market information, mainly in Cameroon, Nigeria, Uganda and Zambia.

In the Republic of Congo, the RESPEC project effectively supported the preparation of the country's first Poverty

Reduction Strategy Paper (PRSP), while continuing to increase the supply of competent statisticians. CAMERCAP continued its support to the National Statistical Institute in developing tools for the design and the monitoring of the PRSP in Cameroon. Similarly, PRCS-RCA contributed to the formulation of the National Strategy for the Development of Statistics (NSDS), through its support to the National Statistical Institute in the Central African Republic.

Although limited in number, the ACBF-supported projects in national parliaments and parliamentary institutions have contributed to the enhancement of the policy analysis capacity of these institutions to improve their oversight function over the planning and implementation of public policies and programs.

The Foundation's support to national parliaments and parliamentary institutions in Benin through CAPAN, Nigeria through PARP, South Africa through PCP and the southern African region through SADC-PF has led to positive results by enhancing parliamentarians' knowledge and effectiveness in discharging their responsibilities as elected officials, mostly through training. Notably, CAPAN in Benin enabled the National Assembly to acquire the requisite tools and skills to accomplish its mission (see Box 3 on page 10). To further assist the National Assembly of Nigeria in the area of policy development and bill analysis, PARP initiated a strategic planning process for legislative development, which includes the development of a legislative agenda for both chambers.

The administration of Parliament in South Africa was strengthened through the PCP project. Further, research studies and publications that included Legislative Analysis, Annual Reports and Background Papers were undertaken by the project. Similarly the SADC-PF was instrumental in training members of parliaments from member countries in strategic planning and enhancing their skills in interacting with the public, notably the private sector.

In recognition of the key role played by non-state actors in any development process, the Foundation has in recent years increased its support to civil society and private sector organizations, and encouraged dialogue between the three actors

through interface projects.

Several ACBF-supported interface projects were effective in involving non-state actors in the policy making process as well as enhancing partnerships amongst all stakeholders in their respective countries. The Coordinating Assembly of NGOs (CANGO), Swaziland and the Lesotho Council of NGOs (LCN) have been instrumental in mobilizing civil society organizations to participate in a number of national policy making processes. Notably, the LCN in Lesotho was requested by the Parliamentary Cluster for Economic Affairs to present civil society's views on the national budget for 2008/2009 subsequent to its presentation to parliament. This activity was aimed at advising the committee especially on the ensuing discussions following the budget.

IDEG-CAP in Ghana was regularly consulted by different stakeholders on public policy issues, as well as on matters pertaining to State-civil society relations. Its activities have increasingly attracted regional and international media attention. The media regularly seeks the assistance of IDEG in analyzing, commenting and interpreting emergent issues in democratic governance, poverty reduction and development policy.

Gender related issues continued to be an integral part of the Foundation's operations in 2008. Indeed, in recent years the Foundation has sought to support the empowerment and promotion of women on the Continent. Interventions such as *Projet de Renforcement des Capacités des ONG Feminales au Mali (RECOFEM)*, *Non-governmental Organizations Coordinating Committee (NGOCC)* in Zambia, and *Projet de Renforcement des Capacités des Réseaux des Femmes pour Lutter contre la Pauvreté en République du Cameroun (CAREF)* have contributed to their greater participation in the decision-making processes in their respective countries (see Box 4 on page 11).

RECOFEM for instance, through its studies on woman's participation in public life and on women's situation in the country, generated a better understanding of the plight of Malian women and influenced national policy formulation regarding gender equity. Further, the Zimbabwe Women's Resource Centre & Network (ZWRCN) project is a good example of a best practice in gender budgeting. ZWRCN managed to get the Ministry of Finance to assume a leading role in integrating gender in the national budget process in line with the provisions included in the SADC Heads of State and Government Gender Protocol ratified in 2008.



### **Box 3: Cellule d'Analyse des Politiques de Développement de l'Assemblée Nationale (CAPAN): Enhancing Policy Analysis Capacity in Parliament in Benin**

The consolidation of democracy in Africa is enforcing the role of national parliaments from peripheral institutions to effective legislating and policymaking bodies. This is consequently changing the role of the parliamentarian who is now required to become more insightful and thorough in his analysis and generate ideas and policy proposals. However, in spite of the greater role of parliament in Sub-Saharan Africa, limitations of capacity restrict its effectiveness. Parliamentarians have often little technical experience in areas on which they have to legislate and very often lack the support of professional parliamentary staff. As a result, the imbalance between the capacity of the executive and that of parliament still contributes to the sidelining of parliaments in many African countries, in a context where governance has become a central issue in the pursuit of poverty reduction goals.

ACBF is contributing US\$1.5 million toward the second phase of the Cellule d'Analyse des Politiques de Développement de l'Assemblée Nationale (CAPAN). The overall goal of CAPAN II is to enhance the capacity of the National Assembly of Benin to enable it to discharge its constitutional mandate and to effectively play its role in parliamentary democracy in order to enlarge its participation in development policy formulation and implementation for poverty alleviation and good governance.

CAPAN works directly with the assembly to better align its support to the needs and priorities of parliamentarians. It has been providing technical and advisory support to the various commissions of the national assembly, particularly the commission in charge of drafting the bills. Its research and analysis have provided the parliamentarians with relevant information to effectively perform their function of lawmaking and control of the executive branch. In all, each of the eighty-three parliamentarians in Benin's national assembly has received training in one or more topics to help them understand the economic and social environment that underlie budgetary and fiscal policy.

The project has documented and trained parliamentarians and staff of the National Assembly in parliamentary procedures, lawmaking and law revision. It is providing support to networking initiatives of parliamentarians to learn from best practices within the African Continent. Research conducted by CAPAN's staff on relevant national issues is disseminated to parliamentarians and is often the subject of seminars to which they are invited to attend. CAPAN's recent study on the feasibility of the computerized electoral listing (LEPI) promoted by the Government has being largely debated and has registered record participation of more than 40 MPs attending the seminar.

CAPAN has provided training to journalists accredited to the National Assembly to increase their understanding of parliamentary procedures, discussions and debates that take place in the National Assembly. This is intended to improve the capacity of journalists to report on parliamentary issues to improve public awareness and knowledge of the role and activities of the National Assembly. A network of parliamentary journalists broadcasting on the radio in national languages on the activities of the National Assembly is one of CAPAN's achievements.

CAPAN has enhanced the role of the parliamentarians in Benin as they are becoming more knowledgeable on national issues, allowing them to participate more effectively in the socio-economic and political development process. A recent study revealed that the debate in the National Assembly has become more substantive, and the number of questions addressed to Government officials during parliamentary sessions has increased significantly over the past two years. Specifically, CAPAN has boosted the understanding of parliamentarians, committees and staff on the national budget and the economic and social issues.

CAPAN's performance is further borne out in the increasing amount of finance raised by the project and the diversification of its partnerships. CAPAN has become a conduit for all donor support to the National Assembly in Benin. As a result the number of financing institutions has increased from 2 to 8, reducing the share of ACBF financing to CAPAN activities from 56 % in phase I to 47 % in phase II. After one year of phase II operation, contributions to CAPAN II have exceeded the statutory co-financing required for phase II.

To quote the Chair of the Bill Drafting Commission of the Benin National Assembly, "If CAPAN was not established with ACBF support back in 2002, it would have been imperative to create it today."

#### Box. 4. Women's Empowerment: The Experiences of ACBF-funded Projects

One of the major milestones in ACBF's efforts to facilitate gender equality and women's empowerment is the development of the Foundation's Gender Policy. The goal of the ACBF Gender Policy is to contribute to the achievement of equality between women and men in building sustainable human and institutional capacity for poverty reduction in sub-Saharan Africa.

Central to the policy objectives is the need to: (i) enhance ACBF human and institutional capacity to mainstream gender; (ii) promote gender mainstreaming across all ACBF-supported projects and programs; (iii) create a platform for ACBF and its partners to share lessons and best practices in mainstreaming gender; and, (iv) increase the number of capacity-building projects and programs that advance women's effective participation and representation in the development process. The policy further acknowledges that the empowerment of women is pivotal to efforts of achieving gender equality and poverty reduction.

In 2008, ACBF continued to promote gender equality and the empowerment of women at various levels, both at the ACBF Secretariat and among its programs/projects. Currently, the Foundation's portfolio of direct interventions to strengthen the voice and role of women in policymaking and development management process in Africa includes support to the following, among others: the Non-governmental Organizations Coordinating Committee, Zambia (NGOCC); Projet de Renforcement des Capacités des Réseaux des Femmes pour Lutter contre la Pauvreté en République du Cameroun (CAREF); Projet de Centre d'appui aux Réseaux des Organisations des Femmes du Gabon (CENAF); Projet de Renforcement des Capacités des ONG Feminines au Mali (RECOFEM); the Zimbabwe Women's Resource Centre & Network (ZWRCN); the African Women Development Fund (AWDF); West African Women Association (WAWA-AFAO), and Women's University in Zimbabwe. These projects resulted among others in:

- Expanding partnerships for gender budgeting — the ZWRCN in Zimbabwe is considered one of the best practices in gender budgeting and promotion of gender equality. The project has succeeded in having the Ministry of Finance take a leading role in integrating gender in the national budget process.
- AFAO (regional), CASPOF (DRC), CAREF (Cameroon), CENAF (Gabon), and NGOCC (Zambia) strengthening the capacity of women in their participation in national, regional and continental policy dialogue and legislation. Through their activities, these organizations have enhanced women's skills and awareness on various topics ranging from poverty reduction, gender and human right, women's constitutional rights to health related topics, including the HIV/AIDS.
- RECOFEM, CONGAFEN and CAPAN have sensitized women for a more active involvement in electoral mandate, resulting in an enhanced participation of women in public affairs and representation in electoral mandate.
- ACBF-supported policy units continue to undertake cutting-edge research on gender, providing gender-disaggregated data for better understanding of women's participation in the development process. The dissemination of such research is shaping the formulation of evidence-based gender sensitive policies.

Considering the capacity gaps still remaining, ACBF support to strengthen gender advocacy groups and women's organizations remains essential to ensure that women play a more active role in the economic, social, and political processes, as well as to influence government policies for a more equitable resource allocation. Consequently, there is need for ACBF to step up its efforts toward gender equality and women empowerment (i) continued support to national and regional women organizations providing them with not only analytical skills but also institutional support; (ii) activities targeting women interest groups, replete with a performance measurement framework to track the foundation's portfolio on Gender; and, (iii) support the establishment of networks and forums of women interest groups to share experiences and knowledge.



# OVERVIEW OF ACBF ACTIVITIES IN 2008

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- Deliberations and Decisions of the Boards
  - Enhancement of the Institutional Platform
  - Corporate Management
  - Finance
  - Knowledge Management
  - Institutional Visibility and Partnerships
  - Projects and Programs
  - Operations Monitoring and Evaluation
  - Operational and Institutional Challenges
  - Report of the Independent Auditors (including Audited Accounts and Notes)
-

## OVERVIEW OF ACBF ACTIVITIES IN 2008



*Members of the ACBF Board of Governors at the 17th Annual Meeting held on 26-27 June 2008, Paris, France. In the middle of the front row is Mrs. Louise Clément, Chair, ACBF Board of Governors. On her immediate right is Dr. Edwin Forlemu, Executive Secretary a.i., and to his right is Prof. John Loxley, ACBF Executive Board Member.*

### A. Deliberations and Decisions of the Boards

#### Governance

Governance of the Foundation is at two levels, namely, the Board of Governors and the Executive Board. The Board of Governors is the principal policy-making body of the Foundation and, as of 31 December 2008, comprised 45 members representing 41 countries (of which 29 are African), the three Sponsoring Agencies (AfDB, UNDP and The World Bank) and the IMF. The Executive Board, which is responsible for the conduct of the general operations of the Foundation, comprised 8 independent members and 3 members of the Sponsoring Agencies. The ACBF Executive Secretary is an *ex-officio*, non-voting member.

#### The Board of Governors

The Board of Governors held its 17<sup>th</sup> Annual meeting on 26-27 June 2008 on the premises of the World Bank Offices in Paris, France. Three technical meetings focusing on three areas of concern to Governors, namely, ACBF Gender Policy and Its Planned Implementation; Establishment of an ACBF Monitoring and Evaluation System; and, the Foundation's Cash Balance and Other Financial Issues, preceded the plenary session of the Board. The conclusions of the technical meetings facilitated

the decisions of the Board on these issues.

Other major deliberations of the Board at the Annual Meeting included progress on the resource mobilization efforts; proposed resizing of the SMTPII; preparations for the mid-term evaluation of the SMTPII; annual report and financial statements for FY2007; and, election of the Search Committee and Bureau of the Board of Governors. The 17<sup>th</sup> Annual Meeting recorded an impressive attendance by Governors and Alternates and prospective members of the Foundation as Observers. The Chairperson of the Board of Governors, Mrs. Louise Clément, from Canada, presided over the meeting.

#### The Executive Board

The Executive Board met in two regular sessions during the year in accordance with its constitutional mandate. The 39<sup>th</sup> Regular Meeting was held on 24-25 April 2008 and the 40<sup>th</sup> on 11-13 December 2008. The Executive Board approved the Revised Business Plan and Consolidated Budget for FY2008; reviewed the annual report and financial statements for FY2007; provided guidance on the direction of the ACBF Gender Policy, the ACBF Monitoring and Evaluation System and Results Framework for SMTP 2007-2011; directed a review of the Foundation's Knowledge Management Strategy; and, initiated the evaluation of the SAFEWIND Grant Facility.

The Executive Board also approved new operations and provided guidance on improving the effectiveness and



impact of the Foundation's capacity building projects/programs across sub-Saharan Africa. The Executive Board deliberated extensively on the strategy to reduce the Foundation's cash holding in order to pave the way for the attraction of additional resources to finance the SMTP II and to enhance the absorptive capacity of the Foundation. In the area of resource mobilization, the Board not only provided

guidance, members of the Executive Board were also actively involved in the campaign to reconnect with donors, by taking time to join with Management in visiting some major donors. Their efforts yielded positive results in the announcement of new and additional pledges during the 17<sup>th</sup> Annual Meeting of the Board of Governors (see Table 2 below).

**Table 2: Pledges Received in Respect of SMTP (2007-2011) as of December 2008.**

Country/Organization	Pledge National Currency	Pledge US\$ (000)	Modality of Disbursement
AfDB	-	6.000	As per MOU draw down Schedule
Benin	-	0.500	As per MOU draw down Schedule
Botswana	-	0.700	As per MOU draw down Schedule
Burkina Faso	-	0.250	As per MOU draw down Schedule
Burundi	-	0.250	US\$ 50,000 per year over 5 years
Cameroon	-	0.750	US\$150,000 per year over 5 years
Canada	C\$8.000	7.052	As per MOU draw down Schedule
Central African Rep.	-	0.250	As per MOU draw down Schedule
Chad	-	0.300	As per MOU draw down Schedule
Cote d'Ivoire	-	0.300	As per MOU draw down Schedule
Congo Brazzaville	-	0.500	As per MOU draw down Schedule
Denmark	DKK30.000	5.000	As per MOU draw down Schedule
Greece	-	1.000	As per MOU draw down Schedule
Finland	€1.800	2.500	Euro 600,000/yr. for 3 yrs. 07-09
Gabon	-	0.750	US\$150,000 per year over 5 yrs
Ghana	-	0.200	As per MOU draw down Schedule
Kenya	-	0.500	US\$100,000 per year over 5 yrs
Madagascar	-	0.250	US\$50,000 per year over 5 yrs
Malawi	-	0.250	US\$50,000 per year over 5 yrs
Mali	-	0.500	As per MOU draw down Schedule
Mauritania	-	0.250	As per MOU draw down Schedule
Niger	-	0.250	As per MOU draw down Schedule
Nigeria	-	1.000	As per MOU draw down Schedule
Norway	NOK40.000	8.000	As per MOU draw down Schedule
Rwanda	-	0.300	As per MOU draw down Schedule
Sao Tome & Principe	-	0.250	US\$50,000 per year over 5 yrs
Senegal	-	0.300	As per MOU draw down Schedule
Swaziland	-	0.250	US\$50,000 per year over 5 years
Tanzania	-	0.550	As per MOU draw down Schedule
Uganda	-	0.250	As per MOU draw down Schedule
United Kingdom	£4.000	7.800	As per MOU draw down Schedule
UNDP	-	1.000	As per MOU draw down Schedule
The World Bank	-	150.000	To be determined
Zambia	-	0.250	As per MOU draw down Schedule
Zimbabwe	-	0.750	As per MOU draw down Schedule
<b>TOTAL</b>		<b>199.002</b>	

<sup>1</sup> The pledge by Canada relates only to FY 2007. The figure for the remaining years will be announced subsequently.

<sup>2</sup> Denmark pledged and signed an agreement with ACBF enabling it to disburse the first tranche by 31 December 2007.

<sup>3</sup> Greece signed the MOU and pledged US\$1 million.

<sup>4</sup> Mauritania undertook to pledge US\$ 250,000.

<sup>5</sup> The UNDP undertook to pledge US\$1 million.

The Executive Board, in an effort to reposition the Foundation as an institution of excellence, decided to review the Foundation's Human Resource management systems, policies and practices and commissioned PricewaterhouseCoopers, South Africa to undertake the review.

A Special Meeting of the Executive Board was also convened on 6 October 2008 to deliberate on an anonymous letter widely circulated to donors alleging financial and ethical impropriety at the ACBF Secretariat. The Executive Board decided to launch a forensic audit of the Foundation to establish the veracity of the allegations and be guided on the appropriate actions to take. This decision was taken in order to retain donor confidence in the Foundation and ensure that the business of the Foundation is conducted in accordance with its mandate and approved policies and procedures. PricewaterhouseCoopers LLP, New York was commissioned to carry out the Forensic Audit and mandated to review the period 1 January 2005 to 30 April 2008. Similarly, the mandate of the Human Resources Audit was broadened to investigate some of the allegations of the aforementioned anonymous letter.

Both the forensic audit and human resource review of the Foundation took off in November 2008 and interim reports of the audits were received and reviewed by the Executive Board at its 40th Regular Meeting held in December 2008. The forensic audit and the human resource management review were completed in the first quarter of 2009.

## **B. Enhancement of the Institutional Platform**

Rapidly evolving technological advancement continued to pose challenges to ACBF as the Secretariat sought to upgrade its institutional platform in 2008. Accordingly, ACBF continued to enhance and consolidate its ICT infrastructure in 2008 by deploying additional ICT equipment as well as upgrading its network technologies.

### *ICT Infrastructure*

In 2006, the Foundation initiated a process to revamp its financial systems. The Secretariat

completed the upgrading and installation of a new Sun System server in 2008. Staff of the Finance Department also benefited from specialized training missions aimed at enhancing their grasp and operationalization of the new system. Additional printers, photocopiers, hubs, desktops and laptops were procured in response to the growth of the Secretariat and the expansion of its activities.

### *Network Technologies*

During 2008, ACBF continued to make conscious efforts to strengthen its networking activities through the establishment of website links with partner institutions and stakeholders. To ensure a faster and easy access to the Foundation's knowledge products, first steps were taken to develop the main website, the secretariat Intranet, as well as six TAP-NETS website portals.

## **C. Corporate Management**

### *Governance*

Governance at the Secretariat assumed a new dispensation from January 2008. Dr Edwin N. Forlemu, Manager, ACBF Legal Services Department, was designated on 21 January 2008 ACBF Executive Secretary, *ad interim*, until such time that the substantive Executive Secretary assumed office. Dr Forlemu's appointment followed the departure of Dr. Soumana Sako who completed his term as Executive Secretary of the Foundation on 20 January 2008.

### *Evaluation of Operation Departments*

Beginning with the establishment of the Operations Monitoring and Evaluation Department, some key institutional changes were made at the Secretariat. The establishment of the new department necessitated staff reassignments at the Secretariat. The Secretariat also focused on three important aspects of the Foundation's work, which had been initiated in the previous years. These included ACBF Results Measurement Framework, improvements to the absorptive capacity of the Foundation with a view to reducing the level of its cash holding and the finalization of the ACBF Gender Policy. Other regular activities and deliverables relating to project and program development and management, administrative support

and human resources management were pursued in accordance with the approved Business Plan for FY2008.

#### *Host Country Environment*

The uncertain socioeconomic and political environment of the host country during this period hampered key operations at the Secretariat. This prompted the Executive Secretary, a.i., to establish a Committee on Business Continuity and Adjustment (COMBAT). The Committee was tasked to review the host country environment and recommend measures aimed at sustaining the Foundation's business continuity in the event of an incapacitating disruption of activities as a result of the increasingly challenging environment. Throughout the period, the Secretariat maintained a state of constant preparedness for emergency response and possible evacuation of non-essential staff should the security situation worsen any further.

Following the elections that were held in the host country between March and June, considerable time was committed to preparation for an emergency response in the event of further deterioration of the socio-political situation. The Foundation throughout the year received support from the United Nations Department of Safety and Security (UNDSS) under the UN Security Management System in Zimbabwe. In addition to regular advisories, UNDSS conducted two security training sessions for ACBF staff members—Training on Radio Communication and Travel Security as well as Road Safety Awareness. Assistance was also given towards the acquisition of hand-held security radios for all staff.

Measures taken by the Secretariat to ensure the security of ACBF staff and their families included the provision of safe parking space for all categories of staff, full implementation of the UN-prescribed Minimum Operating Residential Security Standards (MORSS), and facilitation of procurement of generators and water tanks. The Secretariat explored an alternative hosting site for the mail server outside the host country and gave serious thought to acquiring an external back-up/liaison office to ensure the continuity of ACBF operations in the event of an evacuation.

As part of the impact of the uncertainty and heightened insecurity, compounded by the outbreak of a cholera epidemic, major meetings and conferences that should have been held in Harare, the seat of ACBF offices, were convened in other locations. For example, the two regular meetings of the Executive Board for the year were held in South Africa, while the 5<sup>th</sup> Annual Meeting of the TAP-NETs was held in Gaborone, Botswana, with the assistance of the Government of the Republic of Botswana in April. Also the Second Annual Meeting of the African Policy Institutes Forum (APIF) was held in December, in Libreville, Gabon. The meeting was held with logistical support from the Government of Gabon. The two Dissemination Workshops on the Guidelines for Implementation of ACBF No-Objection Procedures were held in Addis Ababa and Ouagadougou in October and December, respectively.

The host country environment, especially the constant fluctuation of the Zimbabwean dollar against major currencies also affected normal financial management and monitoring of budgets as prices of goods and services were revised on a daily basis while rentals were revised monthly. The major areas that were affected included general office supplies, rentals and security services. Whilst there was scarcity of general office supplies, this was further aggravated by the restrictions imposed on transacting in foreign currency (prior to October 2008) where products could be procured from suppliers who were able to import. The acceptance of multiple currencies including the United States dollar with effect from October gradually restored the availability of essential goods, but at ridiculously high prices.

#### *Forensic and Human Resources Audit*

As discussed above, the Executive Board had also earlier in the year (at its 39<sup>th</sup> Regular Meeting) decided to carry out an audit of human resources management at the Secretariat to review the Foundation's human resource systems, policies, procedures, and practices and benchmark against best practice in other international organizations and globally. PricewaterhouseCoopers (PwC), South Africa was commissioned to carry out the HR Audit, and PwC New York to undertake the forensic audit. The two audits - Human Resources (HR) Audit and Forensic Audit - of the Foundation as mandated by the Executive Board, commenced in November 2008 and are expected to continue into the first quarter of 2009.

### *Enhancement of Business Processes*

Prior to the institution of the two audits, Management had set out to revamp the Foundation's internal systems, processes and procedures. Indeed, this was part of the Business Plan deliverables presented to, and approved by, the Executive Board. Accordingly, one major activity embarked upon during the year was the review of the extant Staff Manual, the Code of Conduct, the Financial and Administrative Procedures Manual, ACBF Procurement Manual, the Operations Guidelines and Procurement Manual for ACBF Grant Beneficiaries. Other new manuals developed included Manual on Disbursement to ACBF Grant Recipients, Assets Disposal Policy for ACBF Grant Recipients, Internal Audit Manual and a number of other HR policies. All the draft codes, manuals and policies were presented to the Executive Board at the 40<sup>th</sup> Regular Meeting held in Cape Town, South Africa. Further refinement of the Manuals will be undertaken in 2009.

As part of staff performance management and development, all staff and managers participated in a mid-year performance review. It was intended to provide meaningful feedback to staff members on their performance and address any issues of performance requiring improvement before the end of the year. With regards to on-the-job training, during the year, thirteen staff members (6 professional and 7 support staff) benefited from external training programs. The Operations Monitoring and Evaluation Department also organized an in-house seminar on Results Measurement Framework in collaboration with the ACBF Corporate Affairs Department.

### *Business Continuity*

In spite of the situation in the host country and the two ongoing audits, the Secretariat endeavoured to carry on the business of the Foundation, including engaging all our stakeholders. Central to the activities undertaken during the period under review were: the successful organization of the 17<sup>th</sup> Annual Meeting of the Board of Governors (including three technical meetings) in Paris, France in June; the 39<sup>th</sup> and 40<sup>th</sup> Regular Meetings of the Executive Board; the annual meeting of ACBF's

Knowledge Networks; and, two workshops on the No-Objection Procedures for ACBF Projects/Programs — one each for ACBF-supported institutions in Anglophone and Francophone Africa. Furthermore, many Grant Agreements were signed and submissions due to the Board of Governors and the Executive Board prepared and presented.

## **D. Finance**

### **Overview**

During the year 2008, donor pledges for the financing of SMTP II fell slightly from the US\$201.70 million reported the previous year, to US\$199.002 million, owing to an adjustment by Norway of its pledge for the period. The implication was that ACBF would not meet its target to raise the full US\$350 million required to fund the SMTP II in the event that member governments and organizations did not pledge new resources, thus requiring the intensification of resource mobilization efforts to bridge the funding gap.

The portfolio of projects and programs increased by US\$52.386 full-fledged projects, programs and SAFEWIND interventions. As a result, commitments to projects and programs increased by US\$22.547 million as against US\$29.809 million committed in 2007.

The host economic environment posed challenges to the management of ACBF's recurrent expenditure budget due to the hyperinflation, unstable exchange rates, and the shortage of basic goods and services. Inflation exceeded 230 million per cent in 2008, with slim prospects that it would decline in the near future. Disbursements to projects and programs decreased by 2.6 per cent in comparison to the performance in 2007 as more projects approached maturity stages while at the same time the approval of new projects was scaled down owing to the uncertainty surrounding the raising of adequate resource for the new round of funding.

### *Internal Controls and Audits*

The maintenance of sound internal control systems was acknowledged as pivotal to the Foundation's financial administration in light of the enlarged portfolio of active projects. To this end, the Internal Audit unit reviewed all the existing projects and programs with the aim



enhancing transparency and accountability at both the levels of the Secretariat and the grant beneficiaries.

#### *Administration of Grants*

The ACBF portfolio of projects and programs increased in 2008 — implying that the Foundation had to continually adjust its internal processes in order to improve its responsiveness to a growing portfolio of operations. As part of the Foundation's continuous process of supervision and monitoring for compliance with Grant Agreement provisions as well as with the Foundation's financial and administrative procedures by grantees, thorough supervision missions were conducted by the Secretariat. In addition, desk reviews and weekly disbursement reports prepared by the disbursement officers provided timely feedback to ACBF Management on the status of disbursements to projects and programs. This triggered timely interventions by the Foundation to address existing or foreseeable constraints.

#### *External Audits*

The audit firm of Deloitte & Touché was retained as the Foundation's external auditor for the FY 2007. The audit for FY 2008 was, however, opened to tender resulting in KPMG being hired as the new auditors. Beneficiaries of ACBF grants also retained external audit firms appointed by their respective boards, with the endorsement of ACBF. The Foundation requires that all its grant beneficiaries submit audit reports by an independent external auditor within six months following the close of each financial year. By the end of FY 2008, ACBF's portfolio of active projects had reached an 80 percent compliance level in respect of the submission of external audit reports for fiscal year 2007.

#### *Pledges*

As alluded earlier, the pledges announced in respect of SMTP II (2007-2011) reduced to US\$199.002 million following an adjustment to the pledge by Norway. Investment income, on the other hand, increased by US\$1.850 million during the year under review. The mentioned changes, plus a deficit in commitment

authority brought forward from SMTP I (2002-2006), resulted in total resources of US\$209.648 million available for commitment in FY2008.

#### *Commitments and Disbursements*

A total of US\$22.547 million was committed to projects and programs in FY2008. This figure was 32 per cent below the level of commitments in 2007. Disbursements for the year totaled US\$31.930 million, also down 12.75 per cent from the year before.

Commitments of US\$22.547 million to projects and programs, US\$0.912 million to knowledge management activities, and US\$13.593 million to consolidated budget expenditure reduced the resources available for commitment in FY2009 to US\$130.010 million. The knowledge management activities and the consolidated budget resource requirement for 2009 stood at US\$18.778 million. When an allowance is made for this amount, the available commitment authority drops to US\$111.232 million.

The level of disbursements decreased by 2.6 per cent compared to FY2007. Fewer projects went on stream during the year while older projects reached maturity resulting in the decline in the level of disbursements. In general, owing to the SMTP II funding arrangements that were yet to be finalized (completion of the drafting and signing of the Memorandum of Understanding), there was a scaling down of the approval of new grant commitments. The Secretariat concentrated its efforts in the improvement of program implementation at both the Foundation and grant beneficiary levels and sharpening of supervision and monitoring approaches by the staff. As at 31 December 2008, the Foundation's outstanding commitments stood at US\$139.467 million and the supporting cash on hand closed at US\$110.042 million.

#### *Expenditure on the Consolidated Budget*

Expenditure on the Foundation's consolidated budget — inclusive of outlays on administration, operations, capital, Board activities, knowledge networking and program support activities — amounted to US\$15.059 million, an increase of 14 per cent over the outturn for 2007. Although such expenditure was still below budget, a number of factors contributed to the expenditure growth. Central to the factors contributing



to the increase was the rise in project supervision, audit and monitoring missions and the high inflation that prevailed in the host economy.

#### *Available Cash Resources*

The Foundation closed the year with cash resources amounting to US\$110.872 million, which represented a decrease of US\$12.21 million over the closing figure for 2007.

The African Capacity Building Fund (ACB Fund) Phase I Trust Fund account was closed in 2001. Contributions received during the year in respect of ACB Fund Phase II amounted to US\$ 0.186 million, while those in respect of the SMTP I (2002-2006), amounted to US\$0.902 million. The PHRD Trust Fund closed in early 2008. Receipts from the SMTP II (2007-2011) phase amounted to US\$30.200 million. The increase in investment income for the year was US\$1.850 million, bringing the total receipts for the year to US\$33.138 million.

The outflows comprising disbursements to projects and programs, expenditure on knowledge management, and program support activities amounted to US\$46.605 million, thereby leaving a balance of US\$110.042 million in available cash resources.

#### *Resource Mobilization*

By the end of FY2008, ten (10) donors were yet to announce their pledges for SMTP II (2007-2011). These included the Democratic Republic of Congo (DRC), France, the IMF, India, Ireland, Japan, The Netherlands, Sudan, Sweden, and the United States. The Foundation will pursue its efforts to extract contributions from them.

Following the 17<sup>th</sup> Annual Meeting of the Board of Governors, members of ACBF and World Bank staff held a second videoconferencing session to finalize discussions on the draft Memorandum of Understanding relating to SMTP (2007-2011). After the session, a revised draft of the MOU was prepared and circulated to all donors for comments. Unfortunately, by the close of the fiscal year, the MOU was still yet to be finalized and signed. Meanwhile, to protect the integrity of pledged

resources, the Secretariat signaled to all donors wishing to formalize their pledges that it was ready to sign bilateral agreements with them pending the finalization of the MOU. Such bilateral agreements were signed with the Central African Republic, Denmark, and Greece.

Following the 39<sup>th</sup> Regular Meeting of the Executive Board in April 2008, the Foundation pursued its efforts to mobilize additional resources to finance the SMTP II. Such efforts included: (i) follow-ups on contacts established or re-established; (ii) improvement of the Foundation's absorptive capacity; (iii) placement of emphasis on managing for results; (iv) intensification of efforts to diversify the resource pool; (v) development of more effective networking arrangements; and, (vi) intensification of outreach and multi-media activities.

ACBF followed up on contacts established or re-established during the first quarter of FY 2008. The efforts resulted in the AfDB and ACBF completing legal arrangements relating to the signing of an agreement to facilitate the disbursement of the US\$15 million approved by the AfDB Executive Board on 19 March 2008 in respect of the pledges made by the AfDB for the 1998-2002 and 2002-2006 cycles. Also, AfDB Management confirmed its intention to honor its pledge (US\$6 million) toward the financing of the SMTP II.

As regards UNDP, a high-level ACBF mission to UNDP was planned for the second half of 2008 to discuss the broader framework of co-operation between UNDP and ACBF in the future. Unfortunately, the departure of the UNDP Regional Director for Africa to become Prime Minister of Togo compelled the Foundation to focus on other resource mobilization fronts while the transition in UNDP leadership in the Africa Bureau is completed. It is therefore expected that the high-level visit to UNDP will be priority for FY2009.

After close consultations with the Government of Sweden, which resulted in a mission fielded by the Swedish International Development Corporation Agency (SIDA) to the Foundation in November 2008, the Government of Sweden announced that it would soon communicate its pledge to the Foundation.

#### *Absorptive Capacity*

In July 2008, the ACBF Secretariat established an Absorptive Capacity Enhancement Panel (ACE), which

sought to develop a clear, coherent and sustainable strategy to reduce substantially the cash balance of the Trust Fund. ACE reviewed all internal procedures and processes relating to disbursements with a view to recommending modes of timely and effective feedback to ACBF grant recipients. Also, it recommended and monitored the implementation of strategies for reducing the ACBF Trust Fund cash balance. In this connection, ACE recommended the following: (i) improvement of the quality of

project/program supervision missions; (ii) enhancement of staff capacity in order to facilitate equitable distribution of work; (iii) use of multi-skilled teams in tackling capacity-building assignments; (iv) streamlining and innovation of internal processes and procedures through the review of procedure manuals; (v) enhancement of capacity at the project implementation level, involving the adoption of facilitative approaches to project effectiveness; (vi) selective enhancement of advances to projects (Box 5).

#### Box 5: Absorptive Capacity and Capacity Building: The ACBF Experience

Absorptive capacity may be described as the extent to which an institution is in a position to disburse the resources in an effective, efficient and timely way. The problem of absorption capacity vis-à-vis capacity building programs is even more challenging as capacity building projects do not involve huge capital acquisition and infrastructure development that often results in a large and rapid cash outflow. Disbursement of funds and resource consumption in general with capacity building initiatives compared to other development projects are painstakingly slow.

There are two perspectives to the challenge of absorptive capacity in the case of ACBF. First, the Foundation's own capacity to utilize the Trust Fund resources through a planned and timely disbursement of cash to Grant Recipients and secondly, the latter's capacity to utilize funds committed to them by ACBF.

A very common but imperfect measure of absorptive capacity is a comparison of actual with scheduled disbursement rates of funds. However, the above does not address issues like funding and institutional constraints. Funding constraint is recipient's inability to raise a reasonable amount from its own resources or from other donors to co-finance key program deliverables. Institutional constraints are mainly due to human capacity challenges and also duplicative administrative and reporting burden imposed on grant recipients by funding providers.

Sometimes, the ratios of actual to scheduled disbursements do not necessarily reflect absorption capacity but specific management factors. Absorptive capacity may be low because of:

- Poor project design
- Poor project planning
- Co-financing constraints (budgetary appropriation technicalities in the case of governments)
- Inflexible conditionality to disbursement
- Poor administrative and governance systems of recipients

Notwithstanding the above stated factors, there is always need to re-look at how to improve ownership, alignment and harmonization of implementation arrangements with co-financiers, mutual accountability and management for results by both ACBF and recipients.

The need for systems strengthening in addressing absorptive capacity constraints cannot therefore be ignored. Defined strategies, clarified roles and managing competing demands are key drivers of resources consumption and the achievement program objectives. ACBF is addressing institutional constraints to absorptive capacity through changes in simplifying procedures, eliminating burdensome practices, relying more on or improving existing partner management systems, common management arrangements, coherent annual program of work and unified audit reporting procedures with co-financiers. Grant recipients are also being assisted to develop skills and competencies needed to formulate, manage, monitor and evaluate programs.

ACBF is reviewing its co-financing policy and funding mechanism in terms of contribution to each project's total budget. Also proactive facilitation of processes prior to Grant effectiveness and adequate management systems and procedures are being considered as a needed impetus to boosting absorptive capacity. ACBF has equally taken seriously, the strengthening of management and governance systems of institutions that receives its funding as a coherent measure of addressing absorptive capacity. Both ACBF and its recipients need to be afforded the flexibility and less bureaucracy in reprogramming resources where capacity constraints are obviously problematic.

### *Managing for Results*

The focus on greater transparency, accountability and results culminated in the establishment of a new Operations Monitoring and Evaluation Department (OED) that completed benchmarking missions to CIDA, DFID and IFAD to distill the essence of its future mission, operations, and priorities. OED will, inter alia, take forward the objective of putting in place a performance measurement framework for SMTP II, develop and harmonize relevant performance indicators, and follow up on the status of implementation of the recommendations of external evaluations of Foundation-supported operations. In FY2008, OED completed an M&E audit of the Foundation's processes, organized a staff brainstorming workshop on the Foundation's M&E challenges, developed an evaluation policy for submission to the Executive Board, refined its work on the Foundation's results-based framework, and initiated an evaluation of some operations in the Foundation's portfolio. The Foundation will pursue its work in the area of monitoring and evaluation as it mobilizes additional resources for the Foundation.

### *The new Results-orientation of the Foundation and Accra Agenda for Action (AAA)*

The Board of Governors endorsed the ACBF's Results Measurement Framework (RMF) as the framework for measuring the performance of the Foundation for the period 2008-2011. This decision clearly positioned the Foundation in the forefront of efforts to put capacity building at the center of national and sectoral development frameworks and establish explicit linkages between Capacity Development (CD) goals and national development priorities.

The logic model behind the ACBF RMF attempted to provide a logical linkage between development outcomes of its CD interventions and stated strategic development objectives, which are aligned to national development priorities. The three strategic objectives underpinning the ACBF RMF are:

- o To Improve public sector management for service delivery, broad based-economic growth, poverty reduction, and equality;

- o To enhance accountability and transparency in the use of public resources; and
- o To increase effectiveness of African regional institutions in promoting regional integration, cooperation, and globally integrated economies.

The corresponding development outcomes, which would reflect the Foundation's direct contribution to national and regional development objectives through its CD support would include the following:

- o Enhanced economic policy management;
- o Improved government effectiveness;
- o Enhanced policy and regulatory environment for private sector development;
- o Increased effectiveness of civil society in shaping national development processes and advocating for social inclusion, particularly gender equality;
- o Enhanced transparency and accountability in the management of public resources;
- o Increased effectiveness of regional economic communities.

The strategic outcomes provide an operational framework for addressing the six Capacity Development priorities areas reflected in the AAA statement (see Box 6 on page 23).

### *Accra Agenda for Action (AAA)*

The Foundation's active participation in the High-Level Forum on Aid Effectiveness, which was held on 2-4 September 2008 in Accra, Ghana, was invaluable from the standpoint of enhancing ACBF's visibility as a key player in the crowded field of capacity development on the Continent. The ACBF delegation interacted with a wide array of potential partners, including Japan, OECD-DAC, the Netherlands, Sierra Leone, and the Islamic Development Bank. The Executive Secretary, a.i., used the opportunity to issue a statement, underscoring the point that capacity building lies at the core of efforts to make aid better and more effective. The statement highlighted the three underlying factors central to effective capacity building, namely: (i) the need for capable leadership and know-how to spearhead change; (ii) the need for overarching visions to direct the efforts of states and other stakeholders; and, (iii) the need for an enabling environment of rules, processes and organizations to guide all actors.

### Box 6: Capacity Building and Aid Effectiveness after the Accra Agenda for Action (AAA)

The Accra Agenda for Action (AAA) was a major milestone in the efforts by donors and partner countries to enhance aid effectiveness. The Paris Declaration (PD) agreed to a new partnership in which developing countries would be clearly in charge of their development process. Capacity development was acknowledged as a critical element to aid effectiveness and sustainable development. In the Paris Declaration, Capacity Development (CD) was taken as the primary responsibility of developing countries. Also, for many donors, the application of the PD principles was translated into mainstreaming CD into sector and thematic strategies of assistance. The High-Level Forum on Aid Effectiveness held in Accra in September 2008 issued a statement, which reflected an increased awareness of capacity building as a critical element of development effectiveness. The Accra Agenda for Action (AAA) went a step further by acknowledging direct responsibilities of donor countries in supporting capacity development and agreed to take action on a set of capacity development priorities.

The actionable capacity development priority areas include the following:

- o National, Sector and thematic strategies: ensuring proper integration of capacity development priorities in key national, sub-national, sector and thematic strategies;
- o Country Systems-assessing, strengthening and promoting the use of country systems to implement policies and manage public resources-including procurement, public financial management, monitoring and evaluation, statistics, information systems;
- o Parliaments, Civil Society and Private Sector: strengthen their capacity to participate actively in dialogue on development policy and monitoring of aid effectiveness in relation to country development objectives;
- o Technical Cooperation-working towards demand-driven efforts of technical cooperation and promoting the use of local and regional resources, including South-South arrangements;
- o Enabling Environment—addressing systemic impediments to local capacity;
- o Fragile Situations-tailoring, phasing and coordinating capacity building and development in situation of fragility, including countries emerging from conflict.

What is the real meaning of the AAA for ACBF and how would these new developments affect the Foundation's strategy to deliver support to partner countries in Sub-Saharan Africa? The strategic focus of ACBF work covers extensively the first three priority areas featured in the AAA. Indeed, the Foundation is involved in supporting countries to undertake needs assessment and develop national capacity development strategies, which are fully integrated in national development plans and other medium term development frameworks. The AAA also challenges the Foundation to move further into capacity development for sector and thematic development work, e.g., health delivery, water, education, and financial sector development.

The areas requiring special attention in order to strengthen country systems are well covered by the core competence areas. These include public financial management and statistics. The other areas relating to promoting the development of national strategy for capacity building as well as establishing results-based monitoring and evaluation are high on ACBF's agenda for enhancing development effectiveness. As part of the strategy to strengthen country systems, ACBF has taken a head start by establishing a niche in strengthening capacity for policy analysis through support of public policy centers. Those centers cater for policy advisory needs of governments, parliaments, civil society, and private sector organizations and other regional institutions such as Regional Economic Communities.

#### *Diversification of Funding Sources*

During the year under review, ACBF's profile was raised through the Foundation's interactions with individual potential new donors and its participation in the Accra High-Level Forum (2-4 September 2008) on the Paris Declaration, and through its work with OECD/ECA on the mutual review of development effectiveness.

Following the preparation by the Secretariat of comprehensive profiles on potential non-traditional

donors such as the Ford Foundation, the Bill & Melinda Gates Foundation, the Rockefeller Foundation, the McArthur Foundation, the Hewlett Foundation, the Mo Ibrahim Foundation, the Aga Khan Foundation, the OPEC Fund for International Development, and the Soros Foundation, Foundation staff began drafting funding proposals for presentation to the relevant institutions in early 2009, backed by appropriate persons who will serve as entry points.

In the case of the Mo Ibrahim Foundation, ACBF established fruitful collaborative ties that are very



promising. Currently, ACBF is invited on a regular basis to Mo Ibrahim governance index meetings. It is expected that the Mo Ibrahim Foundation and ACBF will eventually establish formal co-operative bonds involving the utilization of Mo Ibrahim Foundation resources.

ACBF is also pursuing discussions on innovative financial compacts with a number of global corporations (such as Chevron) that are interested in investing in capacity-building operations but do not possess the expertise or the entry points to realize their objectives.

Renewed contacts were made with the Government of Australia through its Embassy in Pretoria, South

Africa, which is responsible for Africa regional aid funds. It was agreed that ACBF would remain in contact with them. In principle, they are interested in providing their limited funding for Africa through regional bodies such as ACBF.

The European Commission demonstrated a very positive response to the work of the Foundation. Its procedures however make it difficult for them to provide a core contribution. The Commission, nonetheless, expressed an interest in responding to the Foundation's request within a partnership

framework on capacity development with either the African Union or Regional Economic Communities.

As regards Germany, in addition to any co-operation arrangements that ACBF may establish with GTZ, the Federal Ministry for Economic Cooperation and Development (BMZ) confirmed strong interest in the work of ACBF and would prefer to channel any funds through either the African Union or AfDB (US\$4-5 million).

The Government of Ireland confirmed its further interest in ACBF and would be ready to consider a further commitment to the Foundation as from FY2010 (in the region of US\$4-5 million), subject to resolution of the liquidity issue.

The Government of Italy gave a very good response to the work of ACBF. However, as a result of the global financial crisis, they would have problems in providing core contributions to any organizations over the next few years. The above notwithstanding, the Government expressed its readiness to consider a contribution to the Foundation, which could be identified with specific activities either of a generic nature (e.g. knowledge management and networking) or in respect of individual projects in countries that Italy has an interest in (US\$5-10 million).



ACBF Projects/Program representatives attending the No Objection Procedures Workshop held in Ouagadougou, Burkina Faso in December 2008.



## BOX 7. Financial Position Of ACBF

### Resources Available for Commitment to Projects and Programs

Donor pledges for SMTP II fell slightly below the US\$201.7 million level achieved in FY2007 following an adjustment in Norway's pledge. Investment income in the sum of US\$1.850 million was generated during the year resulting in the total investment income accumulation of US\$11.760. Accordingly, total resources available to SMTP II (2007-2011) amounted to US\$209.648 million after adjusting for the commitment authority shortfall carried forward from SMTP I (see adjacent tabulation).

Against the total resources of US\$ 209.648 million were cumulative commitments amounting to US\$52.356 million in respect of projects and programs for SMTP II (2007-2011), US\$2.132 million for Knowledge Management and US\$25.150 million in respect of the consolidated budget expenditure. Thus the cumulative commitments as of 31 December 2008 amounted to US\$79.638 million. The difference between pledges and commitments yielded an amount of US\$130.010 million in available commitment authority. However, if a provision for the 2009 Consolidated Budget of US\$18.778 million is deducted, the available commitment authority decreases to US\$ 111.232 million.

### Available Cash Resources

Cash resources comprise paid-in contributions by donors to the Foundation in respect of pledges to the ACB Fund (Phase I), the ACB Fund (Phase II), and SMTP I & II. The balance brought forward FY2007 amounted to US\$123.339 million. Added to this amount were cash inflows from pledges in respect of ACB Fund (Phase II), and SMTP I&II, including accrued investment income, all adding to US\$33.138 million. Thus, total cash resources increased to US\$156.477 million. Against this amount were disbursements to capacity-building projects and programs plus knowledge management activities (including expenditure on the Consolidated Budget), amounting to US\$45.605 million. This resulted in net cash resources of US\$ 110.872 million available to meet existing commitments. The available cash resources represented a decrease of 12.21 per cent over the closing figure for FY2007.

### 1. Pledges

Balance of Pledges Brought Fwd:	
Cumulative Pledges	
(ACB Fund I, ACB Fund II, SMTP (2002-2006)	421.03
Less Cumulative Commitments	(426.30)
Add Undisbursed Grant balances	4.156
Balance of Pledges Brought Fwd.	(1.114)
Add	
SMTP (2007-2011) Pledges	199.002
Investment Income	11.760
Total Resources	209.648

### 2. Commitments

SMTP (2007-2011)	
Commitment to Programs FY 2007	29.809
Commitment to Programs FY 2008	<u>22.547</u>
Knowledge Management FY 2007	1.220
Knowledge Management FY 2008	<u>0.912</u>
Consolidated Budget Expenditure FY 2007	11.557
Consolidated Budget Expenditure FY 2008	<u>13.593</u>
Total Committed	79.638

Resources Available for Grant Commitments and 2009 Consolidated Budget	130.010
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Less FY 2009 Consolidated Budget:	
Knowledge Management	2.655
Program Development	10.034
Board, Personnel & Capex	<u>6.089</u>
	18.778

Available Commitment Authority	<u>111.232</u>
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### 3. Available Cash Resources

Balance of Paid-in Contributions Brought Fwd	123.339
Add Receipts:	
ACB Fund (Phase II)	0.186
Japan PHRD Fund	-
ACBF/PACT Phase (SMTP I)	0.902
SMTP II (2007-2011)	30.200
Increase in Investment Income	<u>1.850</u>
Total Inflows FY 2008	<u>33.138</u>
Total Cash Resources	156.477
Less: Expenditure Fiscal Year 2008	
Disbursement to projects	31.096
Knowledge Management	0.912
Program Development Activities	8.313
Consolidated Budget Expenditure	<u>5.284</u>
	46.605

Cash Available as at 31 December 2008	<u>110.872</u>
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### Co-financing

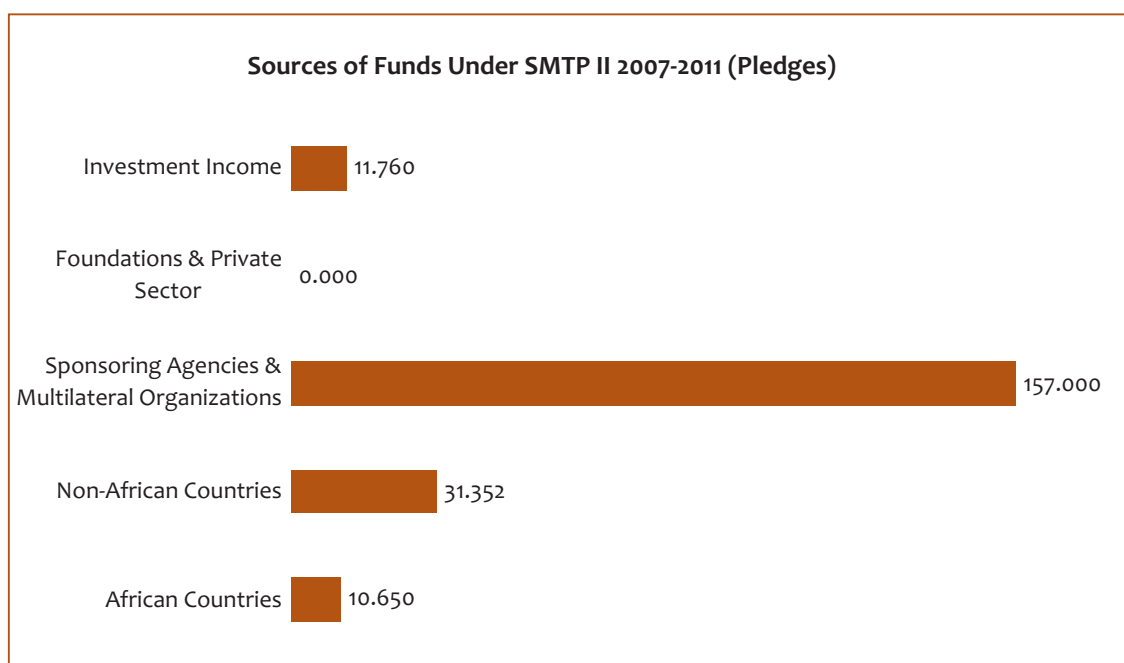
As at the end of FY2008, the overall total cost of projects and programs in the Foundation's portfolio was US\$1.136billion representing an increase of 1% over FY2007 total. ACBF's share of the above-noted portfolio total amounted to US\$395.147 million (34.80%). Beneficiaries' own contribution stood at US\$230.451 million (20.29%) and that of other development partners amounting to US\$369.210 million (32.51%).

As depicted in Table 3 below, the Foundation's share of direct support has been met with a corresponding steady rate of contribution by beneficiaries, signifying a resolute sense of ownership and sustainability. Intense fund-raising efforts are also being made together with beneficiaries to fill the co-financing gap. Overall, the financing deficit trend over the period 2006-2008, suggests a gradual decline, which is an encouraging development.

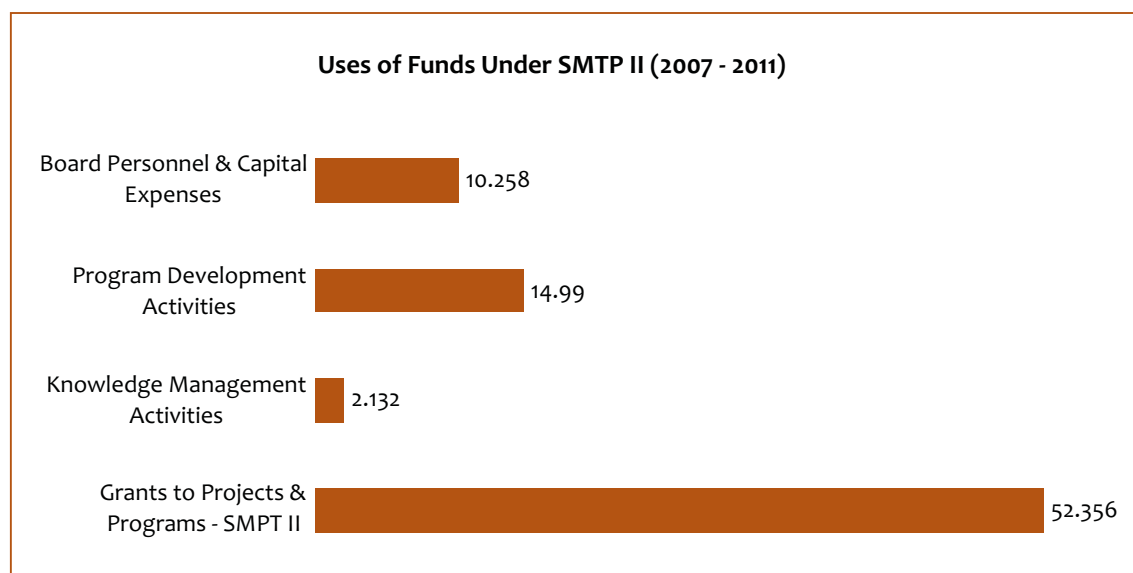
**Table 3: Trends in the co-financing Status of ACBF-funded Operations**

	2006 US\$ (Mil)	%	2007 US\$(Mil)	%	2008 US\$(Mil)	%
Total Cost	1.041.095	100.00%	1.124.631	100.00%	1.135.627	100.00%
ACBF's share	355.828	34.18%	388.961	34.59%	395.147	34.80%
Government / Own Finance	211.173	20.28%	230.437	20.49%	230.451	20.29%
Pledged Co-financing	333.534	32.04%	357.070	31.75%	369.210	32.51%
Financing Deficit (Surplus)	140.560	13.50%	148.163	13.17%	140.818	12.40%

**Figure 1a. Cumulative Sources of ACBF Resources Under SMPT II (2007-2011) as at 31 December 2008**



**Figure 1b. Cumulative Use of ACBF Resources Under SMPT II (2007-2011) as at 31 December 2008**



## E. Knowledge Management

In 2008, ACBF knowledge management activities contributed to the performance of the Foundation in five results areas. These were:

- Implementation of the Country Level Knowledge Network (CLK-NET) Program to assist African countries to generate and apply knowledge as an input in development management.
- Production of knowledge products and services for the improvement of the quality of ACBF project and program operations.
- Development of knowledge products and services in response to the needs of regional and continental institutions to strengthen Africa's development process.
- Production of knowledge products and services for ACBF to emerge as a reference centre for knowledge in capacity building.
- Development of products, services and activities to promote ACBF's visibility.

The knowledge products and services generated during the year emanated from five main sources: ACBF Knowledge Networks [the Technical Advisory Panels and Networks (TAP-NETs), the CLK-NETs, and the African Policy Institutes Forum (APIF)]; Operations and Thematic Research; Best Practices Studies and Lessons Notes; the Senior Policymakers and Development Managers' Knowledge Sharing Program (see Box 8 overleaf); and, Knowledge Sharing Forums, which during the year consisted of the Brown Bag Seminar Series, the Series on 'What is Working and What is Not Working in Capacity Building' and the African Policy Institutes' Monthly Issues Series (AMIS); and the ACBF publications series. The knowledge generated from these sources was communicated to end users by means of soft and hard copies of publications through direct dissemination, the ACBF Web site, ACBF Intranet, Web sites of ACBF Partner institutions, Information packages disseminated at major events as well as the Library and Information Centre.

### Box 8: ACBF Senior Policymakers and Development Managers Knowledge Sharing Program (SPM-KSP): Mining Memories for Development

The year 2008 witnessed the Knowledge Management Department (KMD) creatively mine the tacit and experiential knowledge of five eminent development management personalities, namely, Ms. Evelyn Herfkens, former Executive Director of the UN Millennium Campaign and Former Minister of Development Cooperation, the Netherlands; Ambassador Vijay S. Makhan, former Assistant Secretary General of the OAU & Interim Commissioner of the African Union; Amb. Christina Svensson, former Swedish Ambassador to Malawi, Mauritius, Zambia & Zimbabwe; Dr. Callisto Madavo, former Vice President, Africa Region, The World Bank; and, Dr. Ngozi Okonjo-Iweala, Manager, World Bank and former Finance Minister, Nigeria, each of whom was invited to speak on a development theme agreed upon with ACBF and in sync with their experience.

The goal of the program was to codify and convert into explicit form the tacit knowledge of the targeted personalities to inform ongoing and future development management in Africa. The captured knowledge would be documented in the form of appropriately titled Development Memoirs, thus launching the *ACBF Development Memoir Series*. The first publication in the series, titled *Africa and Development Assistance Cooperation — Successes, Pitfalls and Areas for Further Reforms*, by Ms. Evelyn Herfkens, was published in 2008 and subsequently disseminated to ACBF stakeholders and partners in capacity building. A second Memoir, by Amb. Vijay S. Makhan, titled *Making Regional Integration Work in Africa — A Reflection on Strategies and Institutional Requirements*, is currently in print. Outstanding Memoirs yet to be published are:

- *The World Bank and sub-Saharan Africa – The Next Policy Paradigm, Share of the Region's Development Assistance Funding and Challenges Facing Africa Region's Operations* — **Callisto Madavo**
- *Transparency and Accountability in the Management of Public Funds – How Sensibly Must African Countries Stand?* — **Ngozi Okonjo-Iweala**
- *The Future of Bilateral Aid in Africa – Components, Size, Flow, Conditionalities and Relative Importance* – **Christina Svensson**

Central to the program is the conviction that in today's increasingly globalized, complex and competitive world, the creation, accumulation and strategic use of cutting edge knowledge is vital for meaningful development. ACBF, thus strongly believes in investing in Africa's capacity to creatively leverage knowledge — both local and externally generated — to bridge the gap between Africa and the rest of the world.

The ultimate goal is to make such professional insights, reflections, skills, processes and experiences in the management of specific policies and programs readily available to policymakers and development practitioners across the continent. In so doing, The Foundation continues to acknowledge and privileges a diversity of knowers and knowledge, new possibilities for knowledge sharing, and how gender shapes capacity development and impacts the production and utilization of such knowledge.

#### Implementation of the Country Level Knowledge Network Program

- *The Portfolio*

During the year, the Foundation had a portfolio of 6 Country Level Knowledge Networks (CLK-NETs). These consisted of the Economy of Ghana Network (EGN), Ghana; the Network on Public Administration and Management (NEPAM), Cape Verde; Réseau de Gestion des Connaissances au Burkina Faso (RGC-B), Burkina Faso; the Kenya Knowledge Network

for Research and Development (KNET), Kenya; Malawi Network for Research and Development (MAKNET), Malawi; and, the Network on the Nigerian Economy (NEN), which although approved, is yet to be declared effective.

The Foundation developed 4 CLK-NETs in 2008. These consisted of two new projects (Cameroon and Tanzania) and two re-financings (EGN and RGC-B). The ACBF Executive Board approved the second phases of EGN and RGC-B, although the new projects were deferred.

- **Achievements**

During the year, the CLK-NETs recorded the following achievements:

1. Through its brown bag and policy seminar series, RGC-B (Burkina Faso) succeeded in providing policy options to policymakers on strategies for improving the efficiency of the use of aid resources, strengthening evidence-based policymaking, and utilizing research findings. It also developed the platform for the utilization of the competencies of retired development practitioners. These contributed to strengthening interaction between policymakers and researchers. Its publication on the use of local knowledge in development in Burkina Faso was widely disseminated. As a repository for knowledge in development management policies in Burkina Faso, RGC-B connects online with stakeholders by means of its web site.
2. Through the activities of EGN, Ghana, an annual publication titled, *State of the Ghanaian Economy Report* is produced and disseminated in conjunction with host institution - the Institute of Social Statistical and Economic Research (ISSER) - to sensitize the government and all development stakeholders to policy challenges and imperatives facing the country. This report led to the institutionalization of an Annual Workshop on the Economy of Ghana. A national Economic Lecture Series that is jointly sponsored by EGN and Merchant Bank, Ghana has been launched to enable development managers to testify to what is working and what is not working in the Ghanaian economy. The Series is contributing to raising awareness of key policy issues in the country. As a result of the niche that EGN is carving out for knowledge-based inputs in Ghana's development efforts, the CLK-NET today has a membership of 400 professionals, who consist of policymakers, analysts and researchers within the country and in the Diaspora and a number of development stakeholders. While EGN develops more channels for communicating the knowledge it generates, it has a powerful web site via which it interacts with the community of practice (CoP). The Ministry of Finance, Central Bank and Ghana

Statistical Service — three key organs in the development realm of the country — serve on the EGN Project Steering Committee. To raise the level of its effectiveness and tap into global knowledge resources, EGN has developed strong working relations with Cornell and Yale Universities, USAID and the World Bank, which now use the CLK-NET as a channel for engaging Ghanaian professionals in rigorous policy analysis on the economy, validating policy hypotheses and fine-tuning policy options before their application.

3. The Knowledge Network for Research and Development (KNET), Kenya was launched during the year. As a prelude to its launch, a national sensitization workshop was held to introduce stakeholders to the concept of the CLK-NET. This workshop was attended by a number of stakeholders in the country. These consisted of ministers, members of the diplomatic community, senior government officials, representatives of international development agencies, researchers from research institutes and the university community, representative of civil society organizations and the media. Dubbed the "Granary", Kenya CLK-NET was officially launched by the Kenyan Minister of Higher Education, Science and Technology on October 31, 2008 at a ceremony that attracted a host of development stakeholders in the country. The Granary is already online.
4. As a demonstration of the interest of the Government of Cape Verde in the importance of the country's CLK-NET, the Cabinet of the Secretary of State for Public Administration hosts the Network for Public Administration and Management (NEPAM). The aim is to strengthen interface among researchers, trainers and policymakers in the administration of the country's public service. During the year, NEPAM continued to sensitize policymakers to the need to improve the quality and competitiveness of public services, efficiency in the management of human resources, and leadership development in public administration. NEPAM is yet to reach the same level of operational effectiveness as the others in its generation. It seems its location within the Government, while advantageous for knowledge-to-policy transmission, is equally limiting the ease with which to create a CoPs that can interact freely.



5. Approved in December 2007, MAKNET succeeded in meeting conditions for the negotiation and signing of its Grant Agreement in November 2008. The MAKNET Grant was declared effective in March 2009. There are promising signs that MAKNET will be off to a strong start in 2009.
6. Approved in December 2007, the Network on the Nigerian Economy (NEN) is still grappling with meeting grant conditions. KMD continues to monitor the situation with NEN and will work with the promoters to get NEN operational in 2009.

*Knowledge Products and Services for Improvement of the Quality of ACBF Project and Program Operations*

During the year, knowledge was generated from the working papers and lessons note produced by the TAP-NETs, Development Memoirs from the

Senior Policymakers and Development Managers Knowledge Sharing Program, and the African Policy Institutes Forum (APIF) to guide project and program development and management. KMD introduced two new knowledge products to enhance the accessibility of ACBF's knowledge product to colleagues in operations, namely, the Findings and Recommendations (FIRE Notes) introduced in May 2008, and Knowledge Application Guides. The latter were designed to provide step-by-step guidance in the application of disseminated knowledge to improve ACBF operations. Five FIRE Notes were produced and shared and one KM Application Guide was channeled to the Operations and Training Programs Departments (see Box 9). Furthermore, KMD introduced the African Policy Institutes Monthly Issues Series (AMIS). AMIS is synthesized from the collective reflections of all ACBF-supported projects and programs on issues relating to their operations in the field and puts forward recommendations to guide the Foundation's responses.

**Box 9: FIRE Notes Produced and Disseminated**

FIRE Notes communicate new knowledge in easily digestible form, while the KM Application Guides lead the Operations and Training Programs Departments through the process by which each FIRE Note can be directly applied. The following FIRE Notes were produced during the year:

- Resuscitation of the African Statistical Association as a Knowledge Sharing Platform for African Statisticians and Statistical Institutions, *Findings and Recommendations*, No. 001, May 2008.
- State-Civil Society Relations and Implications for Capacity Building, *Findings and Recommendations*, No. 002, May 2008.
- Gender Budgeting in Africa — South Africa, Rwanda and Uganda as Emerging Best Practice Countries, *Findings and Recommendations*, No. 003, May 2008.
- Africa and Development Cooperation — Successes, Pitfalls and Areas for Further Reforms, *Findings and Recommendations*, No. 004, May 2008.
- Elements of Best-Practice National Statistical Systems and Practices — A Guide to Statistical Capacity Building in Africa, *Findings and Recommendations*, No. 005, May 2008.

The knowledge management system generated the following results during the rest of the year:

- It provided a clear basis to the Operations Departments in the identification of countries for projects in the building of statistical capacity, following the release of FIRE Note 001 and the relevant KM Application Guide on the *Elements of Best Practice National Statistical Systems and Practices*. The Application Guide also defined the results that should be expected in projects in statistical capacity building.
- FIRE Note 001 provided guides in the development of two projects that will be presented to the Executive Board in December 2008 and early 2009.
- The development of the first program for a Regional Economic Community (REC) that benefited from the report of the ACBF-authored Survey of the Capacity Needs of Africa's Regional Economic Communities that was published during the year. The program was presented to the Executive Board for its consideration at the 40<sup>th</sup> Regular Meeting of the Executive Board on 11-13 December 2008.
- Recommendations from the AMIS on the issue of absorptive capacity of ACBF-supported institutions, as it relates to disbursement of grant proceeds, generated a number of recommendations. Some of these are already being implemented. As a result, the Secretariat's Project Review Committee (PRC) now pays a great deal of attention to grant conditions proposed in appraisal reports, requesting Operations and Training Programs Departments to address during field appraisals factors that gave rise to such conditions. Also, the PRC pays keen attention to the programming of activities by newly approved projects and programs. The programming of first year expenditure often places too many operational deliverables alongside institution-building activities such as the provision of office space, recruitment of project staff, purchase of equipment, among others, which have to be in place before core program activities can be delivered. The sequential nature of these activities requires that projected levels

of disbursements on core activities be modestly set for the first year of newly approved projects and programs.

#### *Knowledge Products and Services in Response to Needs of Institutions*

This component of the Knowledge Management Program responded to knowledge needs of key regional and continental institutions, and proactively provided new knowledge products and services that were relevant to their needs. During the year, the following knowledge products and services were provided:

- *SADC Regional Poverty Observatory*: ACBF assisted the SADC Secretariat in the launch of activities for the establishment of a Regional Poverty Observatory. A team from ACBF Technical Advisory Panel and Network on Economic Policy Analysis and Management (EPANET) is leading the development of the Observatory.
- *Regional Economic Community Capacity Building Initiative*: At the behest of partner institutions (AfDB, World Bank, UNECA and the AU Commission) and stakeholders who attended the Regional Economic Consultative Meeting held in July 2008 at the African Development Bank, the Foundation is leading a process of developing a multi-donor Regional Economic Communities Capacity Building Initiative in recognition of ACBF leadership in the area of capacity building that derived from its tour de force on the aforementioned survey of the capacity needs of Africa's Regional Economic Communities. The survey report was presented at the donor consultative meeting.
- *Response to Stakeholders' Requests for Knowledge Products*: During the year, a number of stakeholders requested several publications from the Foundation for their operations. These exclude publications that were downloaded from the ACBF web site.

#### *Knowledge Products and Services for the Emergence of ACBF as a Reference Centre for Knowledge in Capacity Building*

The objective of this component of the Knowledge Management strategy is to produce and disseminate flagship products and services that will make ACBF a reference centre for knowledge and advice in capacity building issues in the Foundation's core competency

areas, and on African development management writ large. The flagship products under this component in 2008 were thematic and operations research reports; ACBF Working Papers; ACBF Occasional Papers; the Development Memoirs generated by the Senior Policymakers and Development Managers' Knowledge Sharing Program; Books on Capacity Building and Knowledge Management; and Reference Materials in Capacity Building.

*(i) Operations and Thematic Research:*

Three new operations research works were identified during the period and slated for completion in 2009. The implementation of these studies has been delayed. The identified research, which were geared towards refining ACBF project and program operations, are:

- The Use of Project Implementation Units (PIUs) in ACBF operations — The Experience and Long-Run Implications.
- The Challenge of Retaining Professionals in African Policy Institutes — A Review of the Main Challenges and Proposals for Effective Future Response.
- A Survey of Regional and Global Knowledge Networks for Knowledge Resource Exchange with TAP-NETs and other ACBF Knowledge Networks.

With respect to the thematic research, the following key study was launched in 2008:

- An Assessment of the Use of Expatriate Technical Experts in Economic Management in sub-Saharan Africa

On completion, the PIU study will enable ACBF to determine the extent to which PIUs might remain applicable in its operation and the specific interventions for which PIUs might be mainstreamed into existing organizational structures; the study on retention of professionals would provide recommendations on strategies by which the Secretariat would assist ACBF-supported institutions to strengthen staff retention; and the global networking survey would connect ACBF knowledge

networks to other global knowledge resources. The thematic study on the Extent of Use of Expatriate Technical Experts in SSA will help assess the extent to which ACBF-supported training programs have been able to raise the pool of qualified African professionals hence mitigate the demand for expatriate technical experts in the area of economic policy analysis.

*(ii) Occasional Papers*

ACBF Occasional Papers are among the knowledge products that are highly demanded by policymakers, development managers, researchers and other end users of knowledge products. The following occasional paper was produced during the year and will be ready for dissemination in the first quarter of 2009:

- *Public Financial Management Reforms in Developing Countries: Lessons of Experience from Ghana, Tanzania and Uganda* (a FIMANET Working Paper).

*(iii) Working Papers*

The Working Papers during the year were generated by the Technical Advisory Panels and Networks based on the capacity issues that were of concern to the Operations Departments. During the year, the following Working Paper was produced and disseminated:

- ACBF Working Paper No. ACBF/15/2008: *Capacity Building For Promoting Trade and Investment in Africa*, Gibson Guvheya, KM Officer, ACBF

In addition to the two, the following working papers were being processed by the end of the year for dissemination:

- *Towards A Productive Engagement of 'Disengaged' Leaders in Governorship and Development Process: Lessons from Nigeria, Kenya and Tanzania*. (PAMNET Annual Position Paper) by M. J. Balogun and G. Mutahaba.
- *Capacity Issues on the Formulation and Implementation of the Next Generation of Poverty Reduction Strategy Papers* (EPANET Annual Position Paper) by M. Obadan and S. Ikhide.

- *State-Civil Society in Africa: Building Capacity for Productive Partnership among Development Stakeholders* (VOICENET Annual Position Paper) by J. Ayoade, A. Kanoute and L. Sachikonye
- *A Review of the Effectiveness of Parliamentary Networks as Tools for Capacity Building in Africa* (PARLIANET Paper) by S. Rugumamu.

(iv) *Development Memoirs:*

In 2008, the Foundation did not commission new candidates for the ACBF Senior Policymakers and Development Managers' Knowledge Sharing Program. The focus of activities was on publishing the contributions of the five contributors with which the program was launched. All five will be ready for a public launch in 2009. These are contributions by Ngozi Okonjo-Iweala, Callisto Madavo, Eveline Herfkens, Vijay S. Makhan and Kristina Svensson.

(v) *Book on Capacity Building and Knowledge Management:*

The book, which resulted from the Survey of the Capacity Needs of Africa's Regional Economic Communities was published and disseminated during the second half of the year. About 1000 copies of the book have been distributed in hard copies since its publication in May 2008. Demand for the book is still being received regularly. All major partner institutions have been provided with copies of the book.

In addition to the book on RECs capacity needs, during the year, the Foundation processed the following manuscripts for book publication:

- *Gender Budgeting as a Tool for Poverty Reduction: Concept, Practices and Capacity Implications*. In press with Lynn Reinner Publishers, USA.
- *Review of Public Expenditure Management in sub-Saharan Africa*. In press with Africa World Press & The Red Sea Press (AWPRSP), USA
- *Study on Corporate Governance and Practices*

*in ACBF-supported Institutions*. Being processed for publication by AWPRSP, USA.

The three books will be ready for dissemination by September 2009.

(vi) *Reference Materials in Capacity Building:*

In recognition of the Foundation as a growing reference center for knowledge products in capacity building and knowledge management, a number of agencies requested various publications from ACBF during the year. Prominent among these were UNDP for the High Level Conference on Aid Effectiveness held in Accra in September 2008 for which the Foundation's knowledge products were used as part of the reference materials. The entry by ACBF into the UNDP Learning Network on Capacity Development (LenCD), a global community of practice on capacity development, resulted from the knowledge products that the Foundation produced. The Third High Level Forum on Aid Effectiveness that was held in Accra, Ghana on 2-4 September 2008 drew on knowledge products from OECD, UNDP, GTZ, ADB, Capacity.Org, The World Bank, ECDPM and ACBF.

Also, there was a request for 14 knowledge products by the United States Library of Congress through the office of its regional director based in Africa (see Box 10 on page 34).

(vii) *Knowledge Products, Services and Activities to Promote ACBF's Visibility*

ACBF Knowledge Management program has as its objective to enhance ACBF's corporate identity as well as build and consolidate public awareness on the Foundation's operations through its knowledge products, services and activities. During the year, products of the knowledge management system contributed to achieving this objective through the annual meetings of the knowledge networks, the Technical Advisory Panels and Networks and the African Policy Institutes Forum (APIF) that were hosted by the Governments of Botswana and Gabon, respectively; press releases; production and

#### Box 10: ACBF Knowledge Management Publications requested by the United States Library of Congress

1. *Africa's search for Regional Cooperation and Integration in the 21<sup>st</sup> Century* by Severine Rugumamu
2. *Beating Occupational Fraud through Awareness and Prevention* by Thomas Asare
3. *Capacity Building for the Promotion of Trade and Investment in Africa: Challenges and Strategies* by Soumana Sako
4. *Challenges facing Africa's Regional Economic Communities in Capacity Building* by Soumana Sako
5. *Challenges in the Building of Public Service Capacity in Africa* by Mike I Obadan
6. *Farm Subsidies, Unfair Trade Practices and the Prospects of Poverty Reduction in Africa: Options for the Continent* by Milton A. Iyoha
7. *Interventions in Capacity Building: Some Lessons of Experience* by ACBF
8. *Measuring Performance of Interventions in Capacity Building: Some Fundamentals* by Genevesi Ogiogio
9. *Multilateral Trade Negotiations: How sensibly must African Countries and Trade Negotiators stand? - Some Lessons from WTO Experience* by Tadeaus Chifamba
10. *Political Economy of Sustainable Development: The Governance Perspective* by Anthony Barclay
11. *Public Financial Management Reforms in Developing Countries: Lessons of Experience from Ghana, Tanzania. And Uganda* by Andy Wynne
12. *Role of Agriculture IN Strengthening Regional Integration in Africa* by Soumana Sako
13. *Trade Policy Development and Negotiations in The DOHA Round: Documentation of Major Issues and Proposals on Africa's Position* by ACBF EPANET.
14. *Strengthening National Statistical Systems in Sub-Saharan Africa – Some lessons from Uganda Experience* by Ben Kiregyera

distribution of brochure on ACBF institutional profile; briefings and slide presentations on ACBF operations; ACBF Annual Report for 2007; and the workshop reports that were disseminated. The second Annual Meeting of APIF that was hosted by the Government of Gabon on December 4-5, 2008, which set the continent's policy centers to provide African policymakers with the basis for a common position on the present global financial crisis, provided enormous visibility gain for ACBF. Similarly, the hosting of the Annual Meeting of the Technical Advisory Panels and Networks by the Government of Botswana, in April 2008, also generated a valuable amount of visibility for ACBF.

#### F. Institutional Visibility and Partnerships

During the year in review, the Foundation continued with its Outreach and Partnership programs, building on previous successes and lessons learnt. Highlights included media briefings, resource mobilization drives, partnerships and collaborations, grant agreement signing ceremonies, stakeholder interaction, and outreach/multimedia activities.

#### Media Briefings

2008 began with a debriefing session of the Francophone journalist's tour. The tour was specifically for media houses operating in Francophone countries, such as Burkina Faso, Mali, Niger and Senegal. The participating media houses included the West African Journalist Association (WAJA) and Africa No 1, from Mali; Le Soleil, Senegal; TV Niger; BBC Cameroon; TV Benin (ORTB); and, France 24. The tour visited a total of seventeen ACBF-supported projects/programs.

During the year, the Executive Secretary, a.i., also held several media briefings with national and private media houses in Burkina Faso, Cote d'Ivoire, Djibouti, Ghana, Nigeria, the African Development Bank's (AfDB) External Relations and Communication Unit, and the International Chinese News Agency (XINHUA).

ACBF's capacity building projects and programs also received encouraging coverage in the print media. To this end, ACBF activities were covered in the national dailies of fifteen countries – Botswana, Cote d'Ivoire, Djibouti, Ethiopia, Gambia, Ghana, Liberia, Nigeria, Rwanda, Sierra Leone, Swaziland, Tanzania, Tunisia, Uganda and Zimbabwe. This was in addition to the coverage of the Foundation's activities by major Internet news services.



### *Resource Mobilization Drive*

The Foundation's resource mobilization drive for SMTP II officially kicked-off with a Stakeholder Meeting in Harare. The occasion was pivotal in that it enabled the Secretariat to outline its key priorities, sensitize ambassadors and resident representatives on the strategic thrust of SMTP II, and make a pitch for more resources. The momentum of the Harare meeting was built upon with missions to Burkina Faso, Cote d'Ivoire, Djibouti, France, Ghana, Netherlands, Nigeria, Norway, Rwanda, Sweden, Switzerland and Tunisia. Within Zimbabwe, the Foundation also paid visits to, and held strategic discussion with, diplomatic missions of ACBF members as well as potential new members such as Australia, Italy, Korea, Portugal and Spain. The Secretariat also dialogued with potential new donors such as Algeria, Angola, Cape Verde, China, Egypt, Ethiopia, Lesotho, Liberia, Libya, Mozambique, Namibia, South Africa, the African Union, as well as the Central Banks for West Africa, and the Central Bank of Central Africa.

### *Partnerships and Collaboration*

Partnerships and collaboration frameworks play a very important role in capacity building. Through partnerships and collaboration frameworks, different players with varying strengths and competences pool their resources together and build synergies in order to have a more pronounced impact than the sum of their individual efforts. Underutilization and duplication of resources is also minimized. Effective capacity building entails a holistic and comprehensive approach to cater for the interlinkages between different sectors of the economy.

To this end, the Foundation continued to implement its partnerships with the World Bank Institute (WBI) in two areas, namely, Media and Governance and Public Private Partnership in Infrastructure Development; the NEPAD Secretariat; Microsoft Africa; Global Development Network (GDN); the Canadian International Development Agency (CIDA); and, the IMF African Regional Technical

Assistance Centres (AFRITACs) with which it organized 21 training programs.

Meaningful contacts were also established with the International Development Research Council (IDRC); the Mo Ibrahim Foundation on the development of the Ibrahim Index of African Governance; the UN Institute for Training and Research (UNITAR); the Alliance for a Green Revolution in Africa (AGRA) on the entrenchment of evidence-based agricultural policy in Africa in the wake of the food crisis; and, the Bill & Melinda Gates Foundation on the financing of policy units in Africa. ACBF expects these efforts to result in formal collaborative frameworks in 2009.

In December, ACBF signed a MOU with the United Nations Economic Commission for Africa (UNECA). The MOU marks a significant step in the re-vitalization of ties between the two institutions, and provides a formal framework for collaboration in a variety of areas, including statistics, governance, gender, trade capacity and knowledge management (see Box 11 on page 36).

The Foundation further engaged in potential collaborative dialogue with the following:

- (i) The Human Sciences Research Council of South Africa (HSRC-SA);
- (ii) The Aspen Institute, Washington D.C., USA;
- (iii) The Development Bank of Southern Africa (DBSA), South Africa;
- (iv) UNESCO Regional Office, Harare, Zimbabwe; and,
- (v) The African Management Services Company (AMSCO)

As part of efforts to strengthen the governance and management of ACBF supported projects/programs to enhance ownership, accountability, transparency, effectiveness and efficiency, the Foundation organized dissemination workshops on ACBF No-objection procedures. The workshop for Anglophone countries was held in Ethiopia, and Burkina Faso for Francophone countries (see Box 12 on page 39).

In the same vein of strengthening the governance and management of projects and enhancing collaboration amongst ACBF-supported projects and programs, two

### Box 11: ACBF and UNECA PARTNERSHIP: A New Departure

The Foundation signed a formal MOU with the United Nations Economic Commission for Africa (UNECA) on 6 December 2008. Under this MOU, the two institutions will be collaborating on key areas of mutual interest over the coming three years. Specifically, ACBF and UNECA intend to consider ways to: a) share agendas, knowledge and ideas, and plan joint programs, projects and activities in areas of common interest; b) utilize and leverage their existing resources and facilities to mutual advantage and benefit for capacity-building initiatives, programs, projects and activities; c) maximize impact through working in partnership; d) improve the integration of related programs, projects and activities; e) pool resources and expertise where appropriate; and, f) evaluate the effectiveness of their collaborative work in accordance with their respective organizational mandates and priorities.

A number of thematic issues will be addressed through the design and implementation of jointly determined programs and activities such as research works, conferences, workshops as well as knowledge generation and sharing forums. Central to the thematic issues identified, and agreed upon, by the two institutions are the following:

- |  |                                   |
|--|-----------------------------------|
| 1. Economic policy analysis and management         | 6. Regional integration in Africa |
| 2. Trade capacity in Africa                        | 7. Statistics                     |
| 3. Gender and Capacity Building                    | 8. Governance                     |
| 4. Information, Communication and Technology (ICT) | 9. Institution building           |
| 5. Knowledge Management                            | 10. Monitoring and Evaluation     |

In addition, both organizations have agreed that ACBF will be invited to contribute towards the delivery of major continent-wide policy forums coordinated by ECA. Specifically, ACBF will be invited to contribute to the preparation and delivery of the Joint ECA-AU Meeting of African Ministers of Finance and Planning as well as the African Development Forum and similar events. ECA and ACBF will also collaborate in the preparation and publication of the African Governance Report.

To facilitate the implementation of this Memorandum of Understanding, both parties intend to jointly develop work plans on an annual basis.



*The ACBF-UNECA negotiating teams in Addis Ababa, Ethiopia*

network projects were launched, namely, Réseau des Programmes et Projet Financé par l'ACBF au Cameroun (RECAM); and the Kenya Knowledge Network for Policy, Research & Development (KNET).

#### *Outreach and Multi-media Activities*

The Secretariat continued to compile and collate documentation on its operations that set out hard data and tell concrete stories about its achievements, results, and comparative advantage. For example, the *Report on the Status of Implementation of ACBF-funded Operations* was revamped with a view to making it more reader-friendly and published every year. The objective was to transform the Foundation's knowledge management resources into potent instruments for showcasing the Foundation's contributions to capacity building.

### **G. Projects and Programs**

#### *Projects and Programs Operations*

In 2008, the Secretariat developed, presented and received the approval of the Executive Board a total of 16 operations. These consisted of 10 refinanced projects, 4 new projects and programs, and 2 Country Level Knowledge Network projects. The complete list of approved projects and financing costs, are detailed in Table 4 (on page 38). The rather small number of projects and programs developed for approval during the year was due largely to the inability of beneficiary stakeholders to meet requirements for completion of the project development process. The launch of the human resources and forensic audit towards the end of the year also slowed down activities within the Secretariat.

The list of the projects and programs developed and approved during the year is as follows:

#### *(a) Projects and Programs Refinanced*

1. Projet de Renforcement des Capacités en Gestion Economique et Financière (CAMERCAP), Phase II, Cameroon
2. Centre d'Etudes des Politiques pour le Développement (CEPOD), Phase II, Senegal

3. Cellule d'Analyse et de Prospective en Développement (CAPED), Phase II, Niger
4. Ethiopian Development Research Institute (EDRI), Phase II, Ethiopia
5. Labor Market Information System (LMIS-AFRISTAT), Phase II, Regional
6. Centre de Recherches d'Etudes et d'Appui à l'Analyse Economique de Madagascar (CREAM), Phase II, Madagascar
7. Centre de Renforcement des Capacités des ONG Féminines de Mali (RECOFEM II)
8. Institute of Democratic Governance (IDEG), Phase II, Ghana
9. Economic Policy Research Centre (EPRC), Phase IV, Uganda
10. Institute of Public Policy Analysis and Research (IPAR), Phase IV, Kenya

#### *(b) New Projects and Programs*

11. Angola Public Administration Capacity Building Project (PACBP)
12. ECOWAS Economic Policy Analysis Unit (ECOWASEPAU)
13. Strengthening of Institutional and Human Capacity of the Association of Non-governmental Organizations of the Gambia (TANGO)
14. Programme Nationale de Renforcement des Capacités du Burundi (PNRCB)

#### *(c) Country Level Knowledge Networks*

15. Réseau de Gestion des Connaissances au Burkina Faso (RGC-B) Phase II
16. Economy of Ghana Network (EGN), Phase II

#### *Country Capacity Profiles and Capacity Needs Assessments*

During the year, the Foundation launched efforts to develop Country Capacity Profiles to provide a guide to country project/program operations. Five capacity profiles were launched (as against a target of nine). The aim of the capacity profiling and needs assessment initiative was to ensure that projects and programs supported under SMTP 2007-2011 adequately track evolving country and regional capacity needs and provide a long-term strategic focus to the Foundation's interventions in capacity building. Project-specific and

**Table 4. Full-fledged Operations Approved in 2008**

TITLE OF PROJECT OR PROGRAM	Total Cost (USD)	ACBF Grant (USD)
1. Public Administration Capacity Building Project (PACBP), Angola	3,600,000	1,440,000
2. Projet de Renforcement des Capacités en Gestion Economique et Financière de la République du Cameroun (CAMERCAP) Phase II, Cameroon	1,846,620	1,400,000
3. ECOWAS Economic Policy Analysis Unit (ECOWAS-EPAU)	3,500,000	1,912,000
4. Strengthening of Institutional and Human Capacity of the Association of Non-Governmental Organizations of the Gambia (TANGO), The Gambia	1,307,700	1,000,000
5. Cellule d'Analyse et de Prospective en Développement (CAPED) Phase II, Niger	2,921,800	1,600,000
6. Centre d'Etudes de Politiques pour le Développement (CEPOD) Phase II, Senegal	3,693,530	1,500,000
7. Programme National de Renforcement des Capacités du Burundi (PNRCB), Burundi	9,594,800	4,500,000
8. Labour Market Information System (LMIS-AFRISTAT, Phase II)	3,855,285	1,500,000
9. Ethiopian Development Research Institute (EDRI) Phase II, Ethiopia	4,100,000	1,400,000
10. Centre de Recherches d'Etudes et d'Appui à l'Analyse Economique de Madagascar (CREAM II), Madagascar	3,162,189	2,000,000
11. Centre de Renforcement des Capacités des ONG Féminines de Mali (RECOFEM) Phase II, Mali	3,106,475	1,500,000
12. Institute of Democratic Governance (IDEG) Phase II, Ghana	3,890,000	1,700,000
13. Economic Policy Research Centre (EPRC) Phase IV, Uganda	6,200,000	1,600,000
14. Institute of Public Policy Analysis & Research (IPAR) Phase IV, Kenya	6,114,423	1,400,000
15. Réseau de Gestion des Connaissances au Burkina (RGC-B) Phase II, Burkina Faso	687,371	500,000
16. Network on the Economy of Ghana (EGN) Phase II, Ghana	740,000	500,000
<b>TOTAL</b>	<b>US\$58,320,193</b>	<b>US\$25,452,000</b>

institutional capacity needs assessments were to be undertaken as a basis for enhancing operations.

The Secretariat, however, failed to achieve its set target in capacity profiling due to the following reasons: a) discussions with the target countries and

partners aimed at building consensus on the instruments for the profiling exercise, did not arrive at a common set of instruments; b) the general slack in project/program implementation during the period in review, resulting from the HR and Forensic audits; and, c) the absence of a clear policy regarding the uptake of



### Box 12: Strengthening ACBF Effectiveness through the Streamlining of ACBF No-Objection Processes: Building a Foundation for the Future

ACBF continuously strives to improve its organizational efficiency and effectiveness to increase its level of effectiveness in cooperating with sub-Saharan African countries to strengthen institutional and human capacities on the continent. To this end, ACBF continually enhances its business processes and procedures to capture change and increase effectiveness in the delivery of results. One such process that ACBF streamlined in 2008 (after a robust exercise) is the No-Objection related procedures. The streamlining of the ACBF No-Objection process culminated in the production of a set of organizational guidelines for use by ACBF and by its Grantees. The Instrument was approved by the Foundation's Executive Board and launched for implementation in October 2008, in Addis Ababa, Ethiopia, "Guidelines for the Implementation of ACBF No Objection Procedures".

The Guidelines aim to: i) Simplify the implementation of ACBF No-Objection Procedures to minimize delays and unnecessary costs in project/program implementation; ii) Empower the governance and management organs of ACBF Grant Recipients enabling them greater autonomy and flexibility in implementing their respective activities in a smoother and more effective manner; (iii) Increase the level of accountability of the governance and management bodies of ACBF-supported projects and programs; and (iv) Facilitate the implementation of more effective ex-post supervision and review of activities and expenditure of ACBF Grant Recipients (while promoting greater transparency and openness in conducting business to increase the achievement of desired results and degree of accountability to stakeholders by both parties-ACBF and ACBF Grant Recipients).

Traditionally, the No-Objection management tool has been a mechanism for ensuring a transparent, competitive and an effective procurement system. However, for ACBF, the tool is broadened in coverage as it also lays emphasis on addressing systemic problems of governance, management and promotes increased openness, transparency and accountability in practices of Grant Recipients. The application of the tool is only for a select set of six exceptional areas of concern for all Grantees and it is linked to the rating/ranking of Grantees based on the performance of ACBF-supported Grantees in organizational, managerial and financial areas, where high ranking performers rated A or B receive greater autonomy and flexibility from ACBF in implementing their capacity building programs.

ACBF's No-Objection tool ensures that critical barriers to efficient and effective utilization of international development funds are removed through the said Guidelines based on simplicity and timeliness that provides opportunities for empowerment of governance and management organs of ACBF Grant Recipients. The tool is user-friendly and creates an environment of mutual benefit as it also satisfies the Foundation's fiduciary needs. It further ensures uniformity among ACBF Grantees in implementing grant procedures, promotes transparency, accountability and sustainability in the future capacity-building processes, management and governance practices towards effective delivery of results from development interventions.

The Foundation's No-Objection tool also seeks to ensure more effective ex-post supervision and review by ACBF Secretariat staff. The tool recognizes the need for shared responsibility and accountability in the management of resources if the desired results are to be achieved and an impact is to be made in ultimate contribution to good governance and poverty reduction in sub-Saharan Africa, thus ensuring not only ACBF effectiveness in the countries but also its relevancy as the Foundation of the future.

capacity profiling as a condition precedent to project/program development. These issues are being considered in the Secretariat for the next phase of the country profiles.

#### Project Supervision Missions

At the close of the year, the Secretariat had undertaken 373 project, program, financial and audit supervision missions. This consisted of 284 project and program supervision missions, 76 financial and

audit missions and 13 missions to the CLK-NETs (see Table 5 on page 40). The missions comprised field visits to all active projects in the Foundation's portfolio, financial supervision and special audit missions. Such missions constitute vital inputs in the project and program management process as well as in the strengthening of project implementation and performance. In 2009, the focus of missions will no longer be in terms of targets but results that such missions are expected to generate. To this end, all missions will be issues driven.



### Mid-term Reviews

The Secretariat had a target of 20 mid-term reviews of project performance for the year, of which 19 were completed by year-end.

### Project Completion Reports

In 2008, a total of 18 projects were due to submit project completion reports (PCRs). By the end of November 2008, 13 project completion reports had been duly submitted.

### Grant Agreements

In 2008, the Secretariat planned to negotiate and sign 56 grant agreements. By the end of November 2008, a total of 43 had been successfully negotiated and signed.

### Networking and Peer-Learning

During the year, the Secretariat, as part of its efforts to enhance peer learning and experience sharing amongst its partner institutions, launched the ACBF-supported Institutions' Country Network (ACNET). Three functional ACNETS currently operate in Cameroon, Kenya and Uganda, with three more slated for launch in Gabon, Zambia and the Democratic Republic of Congo (see Box 13 on page 41). The timing and need for a knowledge hub of this nature, is vital especially given the increasing focus currently being placed on experiential knowledge, intellectual capital and indigenous knowledge assets. Also, from an operational viewpoint, ACNETS will greatly contribute toward curbing duplication of efforts and reinvention of the wheel.

Collaboration with the Governments of Botswana and Gabon provided vital in-kind assistance in the delivery of the Fifth Annual Meeting of the TAP-NETs that was held on April 1-3, 2008 and the Second Annual Meeting of the African Policy Institutes Forum (APIF) on December 4-5, 2008, respectively. The meetings served as a forum via which ACBF-supported projects and programs could dialogue and learn from each other's experiences. The meetings again provided an invaluable opportunity to privilege both individual and collective voices, while incorporating the diversity of knowers and

**Table 5: FY2008 Summary of Performance**

PROJECTS & ROGRAMS		TARGETS 2008	RESULTS 2008
1	Refinancing	11	10
2	Capacity Profiles	9	5
3	Country Programs	3	2
4	New Targeted Interventions	8	5
5	RECs Action Plans	4	3
6	New Regional Interventions	7	5
7	ACNET 5	3	
8	SAFEWINDs	15	14
9	Missions	427	373
	-Projects/programs missions	331	284
	-Financial & Audit missions	80	76
	-CLK-NETs missions	16	13
10	Mid-Term Reviews	20	19
11	End of Project Evaluation/PCR	18	13
12	Grant Agreements	56	43
13	Number of Board Approvals	33	16

knowledge including the ways gender influences the interpretation, acceptance and integration of knowledge.

## H. Operations Monitoring and Evaluation

The Operations Monitoring and Evaluation Department (OED) was established in February 2008, and constitutes a significant milestone in the Foundation's efforts to apply a managing for results framework to its capacity-building projects and programs. The decision is in line with current global trends emphasizing development effectiveness and a focus on development results by stakeholders involved in the global compact to reduce poverty and promote sustainable development under the Millennium Development Goals (MDGs).

ACBF stakeholders are expecting the Foundation to implement a PMF, which will provide credible and timely information on progress achieved towards the realization of its SMTP. The PMF will offer a basis for building a monitoring and evaluation system aimed at

### Box 13: Networks of ACBF-funded Projects and Programs: Building Capacity Outside the Box

In 2008, the Foundation launched its ACBF-supported Institutions' Country Network (ACNET) in countries with a relatively large and diverse ACBF portfolio. The object of ACNETs is to provide a dynamic platform via which ACBF-supported projects/programs in a specific country can dialogue, share experiences, exchange ideas, information, lessons learnt and best practices on capacity development. The forum also is expected to assist projects/program to better manage ACBF grants. Insofar as country portfolios of ACBF projects seek to strengthen the capacity of key stakeholders in the development management process, ACNETs are acting as catalysts for fostering consensus among disparate stakeholders and their engagement in the policymaking process.

From the vantage point of ACBF, ACNETs enables the Foundation to reap economies of scale in the extension or dissemination of lessons learnt, best practices, as well as new approaches or methodologies in the administration ACBF grants. ACNET further offers a platform for enhancing the visibility of the Foundation within the respective countries. There currently are three operational ACNETs, in Cameroon, Kenya and Uganda, with three more slated for launch in Gabon, the Democratic Republic of the Congo and Zambia.

ACBF stakeholders have embraced ACNETs as a critical tool for mustering individual and collective voices in their transactions with ACBF. An excellent case-in-point being the Ugandan ACNET, hosted by EPRC, an ACBF-supported institution. As of December 2008, the network had notched a number of success, namely: (i) Finalized five Collaborative Research papers on 'The impact of HIV/Aids on the Economy' which were conducted by the participating Institutions in the Network - EPRC, FEMA, NPA, and NGO Forum; (ii) a functional website for network activities; (iii) a database for collaborative research works; and, (iv) a national research dissemination workshop.

tracking ACBF's progress towards achieving its goal of becoming a results-oriented and evidence-based organization.

The establishment of OED further presents an opportunity to advance ACBF's monitoring and evaluation system, which will guide a systematic assessment of performance and serve as a tool for efficient resource allocation, operational effectiveness, and learning from experience.

#### *Major Activities in 2008*

During the year in review, OED implemented the following key activities:

##### *(i) Benchmarking Missions*

In order to learn from the experiences of other development organizations, OED considers benchmarking as an important exercise. Through the benchmarking missions, the department was able to identify, understand, and adapt best practices in M&E from relevant organizations. Institutions visited were: CIDA, DFID, IFAD, SNV, and ODI. The missions were used to collect relevant information that is currently facilitating the design and implementation of the Foundation's M&E

system. The missions were insightful in that they enabled OED to learn how development partners were implementing their results-based monitoring and evaluation systems.

##### *(ii) Development of ACBF Logical Model and Results Measurement Framework*

Based on the key lessons from benchmarking missions to other development partners, the OED designed a RMF that defines and measures ACBF results at three interconnected levels: organizational, operational, and developmental. The key feature in the RMF is the perspective that organizational efficiency and effectiveness are critical elements in achieving operational and development results. The RMF is a key driver of a country programming approach that allows for interventions to target development results at country level. The operationalization of the RMF implies that the Foundation's approach to capacity building will have to shift from stand-alone projects funding to country programming.

The ACBF Board of Governors, at its June 2008 Annual Meeting in Paris, endorsed the RMF and the underlining MfDR principle. The Board directed the Foundation to henceforth ensure that the MfDR policy and principles are applied to ACBF strategic

planning, programming, and organizational management. The new results-orientation will guide management and staff in their operations. This directive was further reinforced by the decision of the ACBF Executive Board in December 2008 by requesting that the Secretariat prepare, and present, its action plan on the implementation of the MfDR and RMF. The RMF as presented in December 2008, articulated the organizational results essential to

improving internal efficiency and effectiveness for the attainment of the operational and development results.

#### (iii) Workshop on ACBF Results Measurement Framework

Further, OED organized a sensitization workshop for the ACBF Professional Staff in August of 2008, aimed at enhancing understanding and awareness of the issues, tools, and concepts of MfDR as well as the

### Box 14: ACBF and the Search for a Results Management Framework: First Steps

ACBF is increasingly challenged to demonstrate its effectiveness in terms of influencing development outcomes at the country and regional levels. To underscore its commitment to strengthen accountability for results, ACBF has adopted managing for development results (MfDR) as its key principle. The establishment of the Operations Monitoring and Evaluation Department (OED) in February 2008 constitutes an important step in the Foundation's efforts towards the direction of managing for development results.

A key component of managing for development results is performance measurement, which is the process of measuring how ACBF is meeting its stated objectives. The development of a performance measurement framework reflects the expectations of ACBF stakeholders for the Foundation to become an accountable, result-oriented, and knowledge driven organization.

The Foundation in the past has made attempts at developing a performance measurement framework. The establishment of OED built on these efforts by signaling the commitment to institutionalize a results-based monitoring and evaluation system, which will guide a systematic assessment of the Foundation's performance and serve as a tool for efficient resource allocation, operational effectiveness, and learning from experience.

Based on the key lessons from benchmarking missions to other development partners, the OED designed a Results Measurement Framework (RMF) that defines and measures ACBF results at three interconnected levels: organizational, operational, and developmental results. The key feature in the RMF is the perspective that organizational efficiency and effectiveness are critical elements in achieving operational and development results.

The Board of Governors, at its 2008 Annual Meeting, endorsed the RMF and the underlining MfDR Principle. The Board directed the Secretariat to henceforth ensure that the MfDR policy and principles that underpin the results framework are applied broadly in its strategic planning, programming, and organizational management. That MfDR guides all managers and staff in their operations, bearing in mind the demand by stakeholders for the Foundation to show developmental results. This directive was reinforced by the decision of the Executive Board in its December 2008 meeting where ACBF was asked to prepare an action plan on the implementation of the MfDR and RMF.

With the endorsement of the RMF and the MfDR principles and directives from the Board of Governors and the Executive Board respectively, the first step in the search for a results management framework has reached a significant milestone. The second step is the operationalization of the Results Measurement Framework (RMF).

The Secretariat has outlined the following strategy as a way to mainstream and operationalize the RMF and the principle of MfDR in the Foundation:

- Mainstreaming of RMF and MfDR in the Foundation
- Development of results-based M&E system
- Review of Internal operational guidelines to comply with results orientation
- Development of new guidelines and tools
- Training of ACBF and Program/Project staff in Managing for Results
- Pilot implementation
- Evaluation of pilot phase

operationalization of the RMF in the Foundation. The workshop provided a platform for the identification of driving factors for and processes towards implementing MfDR. In addition, the workshop served as a forum via which the Foundation could build consensus around the OED-led RMF for ACBF.

Specifically the workshop was used to:

- Raise awareness on issues and implications of mainstreaming managing for results agenda in the Foundation; and
- Discuss the importance and agree on the way forward in developing indicators to measure organizational effectiveness and efficiency as relates to the Foundation's operations and the outcomes to which it contributes.

#### *(iv) Partnership Development*

The benchmarking missions were also used to identify development partners willing to jointly work with ACBF to develop and implement its budding results-based M&E system. OED continues to interact with the relevant departments at the Canadian International Development Agency (CIDA), Department for International Development (DFID), the International Fund for Agricultural Development (IFAD), and the Overseas Development Institute (ODI) in this regard. OED also managed to develop a working relationship with the World Bank Institute (WBI), which is itself in the early stages of developing its Capacity for Development Results Framework. The WBI Results Framework has similarity with the Foundation's RMF hence the plan to jointly work together.

The Learning Network for Capacity Development (LenCD) is another Forum that OED has been engaging. The LenCD facilitates learning and promotes good practice in capacity development. The LenCD was established in Berlin in 2004 by GTZ, WBI, UNDP, OECD/DAC, JICA, and ECDPM. ACBF plays active role on the Steering Committee. LenCD has expressed its willingness to participate

in the development of the ACBF RMF as it considers the initiative a good start in understanding the results for capacity development framework.

#### *(v) Audit of ACBF M&E System*

During the year in review, OED conducted an audit of the ACBF M&E system. The objective of the audit was the systematic review of the current state of M&E in the ACBF and the establishment of a typology of M&E information that ACBF management and staff would utilize. A major finding of the Audit was that the current M&E system is inadequate to effectively enable the Foundation account for its development results.

The recommended OED-led M&E system will provide accountability for performance while facilitating learning and knowledge sharing. The system will provide for the periodic assessment of ACBF's impact, effectiveness, efficiency of program output delivery amongst others.

#### *(vi) Program and Projects Evaluations*

In 2008, OED conducted three key evaluations as per the directive of the ACBF Executive Board of April 2008. The Board called for an ex-post evaluation of two ACBF-supported projects and the SAFEWIND Facility. The SAFEWIND evaluation provided an assessment of the performance of the facility with a focus on distilling lessons that are relevant to improving future performance. The reports of the evaluations are awaiting the review and approval of the Executive Board, following which they will be disseminated.

#### *(vii) Development of Evaluation Policy*

OED in 2008 drafted an ACBF Evaluation Policy, which established a broad framework for evaluation within the Foundation. The Policy highlighted the purpose of evaluation, target stakeholders, evaluation principles and implementation procedure. In developing this policy, ACBF adapted international best practices relating to evaluation of capacity building.

### ACBF Country Coverage, 2008





## I. Operational and Institutional Challenges

### *Challenges and Opportunities*

The renewed focus on Capacity Development in shaping development cooperation policies and practices requires concrete actions on the part of development partners to practice what is already accepted as good practices in Capacity Development in the design and implementation of development programs that they are supporting.

ACBF has adopted a pragmatic approach of learning-by-doing as it moves towards improving its results measurement system. The implementation of the RMF requires a two-pronged approach of re-tooling internal management instruments and other operational tools aimed at enhancing the Foundation's development effectiveness.

- *Opportunities*

Following the adoption of the RMF by the Executive Board and the Board of Governors, the Secretariat is preparing an Action Plan for Implementation of the RMF, which will comprise the following key performance areas:

1. Improving managing for development results at the country level
2. Enhancing the quality of operations at design
3. Improving operational management and delivery
4. Improving project monitoring and evaluation
5. Strengthening partnerships and coordination with other donors
6. Promoting innovation and learning
7. Strengthening financial management and control
8. Improving staff development and administrative efficiency

- *Challenges*

In addition to the challenges of developing an appropriate results measurement system, the Foundation urgently needs to secure policy support for countries to develop national capacity development strategies.

At the level of the Foundation, the implementation of the RMF requires closer alignment of programs, business processes and resources with the strategic objectives of the RMF. This alignment of programs will imply a policy shift from project-based activities driven by core competences to country program outcomes resonating with national development frameworks and the strategic objectives reflected in the ACBF's RMF.

**J. Report of the Independent Auditors (including Audited Accounts and Notes)**

The Annual Financial Statement  
and Audit Report will be published  
separately

# ANNEXES

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- A.1 ACBF Grant Commitments to Projects and Programs by Country (1991-2008)
  - A.2 Summary of Outputs of ACBF-funded Operations
  - A.3 Financing Status of ACBF-funded Projects and Programs as at 31 December 2008
  - A.4 Status of Pledges and Contributions by Donors as at 31 December 2008 - Phase I
  - A.5 Status of Pledges and Contributions by Donors as at 31 December 2008 – Phase II
  - A.6 Status of Pledges and Contributions by Donors as at 31 December 2008 –  
ACBF-PACT Phase
  - A.7 Status of Pledges and Contributions as at 31 December 2008 – SMPT II
  - B.1 Management and Staff as at 31 December 2008
  - B.2 ACBF Staff Complement by Region and Country as at 31 December 2008
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## Annex A.1. ACBF GRANT COMMITMENTS TO PROJECTS AND PROGRAMS 1991 - 2008

Projects & Programs	Phase	Grant Approved US\$
<b>Angola</b>		
PACBP	Expandate Mandate	1,440,000
	<b>Sub-Total</b>	<b>1,440,000</b>
<b>Benin</b>		
CAPE	Phase I	1,500,000
CAPAN	Expandate Mandate	1,600,000
CAPAN II	Expandate Mandate	1,500,000
CAPOD	Expandate Mandate	1,200,000
SENAREC	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>5,850,000</b>
<b>Botswana</b>		
BIDPA	Phase I	3,000,000
BIDPA II	Expandate Mandate	1,500,000
BIDPA III	Expandate Mandate	1,700,000
BOCONGO	Expandate Mandate	1,150,000
NFP	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>7,450,000</b>
<b>Burkina Faso</b>		
CAPES	Phase I	1,600,000
CAPES II	Expandate Mandate	1,700,000
PARECAP	Expandate Mandate	2,000,000
PRECAN/BF	Expandate Mandate	2,000,000
RGC -B	Expandate Mandate	275,000
RGC -B II	Expandate Mandate	498,881
SAFEWINDS & SEED GRANTS	Expandate Mandate	100,000
	<b>Sub-Total</b>	<b>8,173,881</b>
<b>Burundi</b>		
IDEC	Phase I	2,000,000
BCPEG	Expandate Mandate	4,500,000
IDEC II	Expandate Mandate	2,000,000
IDEC III	Expandate Mandate	2,000,000
PRIME - BURUNDI	Expandate Mandate	1,000,335
SENAREC	Expandate Mandate	50,000
COUNTRY NETWORK	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>11,650,335</b>
<b>Cameroon</b>		
CASC	Expandate Mandate	4,000,000
CAMERCAP	Expandate Mandate	1,708,850
CAMERCAP II	Expandate Mandate	1,400,000
CAREF	Expandate Mandate	1,526,150
SENAREC	Expandate Mandate	50,000
COUNTRY NETWORK	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	42,000
	<b>Sub-Total</b>	<b>8,777,000</b>
<b>Cape Verde</b>		
CLKNET - CAPE VERDE	Expandate Mandate	300,000
STPC	Expandate Mandate	1,000,000
CRC - Cape Verde	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	6,000
	<b>Sub-Total</b>	<b>1,356,000</b>

Projects & Programs	Phase	Approved US\$
<b>Central African Republic</b>		
PRCS-RCA	Expandate Mandate	1,400,000
SENAREC	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	85,000
	<b>Sub-Total</b>	<b>1,535,000</b>
<b>Chad</b>		
PARCOSIT	Expandate Mandate	936,380
PROFESS	Expandate Mandate	1,157,090
SENAREC	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>2,193,470</b>
<b>Congo</b>		
PARFIT	Expandate Mandate	2,000,000
RECADIP	Expandate Mandate	1,500,000
RESPEC	Expandate Mandate	1,517,510
NFP	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	100,000
	<b>Sub-Total</b>	<b>5,167,510</b>
<b>Cote d'Ivoire</b>		
CIRES-CAPEC	Phase I	1,750,000
CIRES - CAPEC II	Expandate Mandate	1,754,000
CIRES - CAPEC III	Expandate Mandate	1,700,000
SNRC	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>5,254,000</b>
<b>Djibouti</b>		
CCDB	Expandate Mandate	1,091,310
CCDB II	Expandate Mandate	675,000
IGE	Expandate Mandate	998,985
PADCL	Expandate Mandate	700,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	68,000
	<b>Sub-Total</b>	<b>3,533,295</b>
<b>Mali</b>		
CAFPD	Phase I	1,600,000
CERCAP	Expandate Mandate	2,000,000
PRIESP	Expandate Mandate	723,330
PRIME - MALI	Expandate Mandate	1,000,650
RECOFEM	Expandate Mandate	1,000,000
RECOFEM II	Expandate Mandate	1,500,000
CNRC	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	234,000
	<b>Sub-Total</b>	<b>8,107,980</b>
<b>Mauritania</b>		
PNRC - CMAP	Expandate Mandate	1,200,000
PNRC - CMAP II	Expandate Mandate	1,450,000
PFRG	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>2,700,000</b>
<b>Mozambique</b>		
PRIME - MOZAMBIQUE	Expandate Mandate	1,000,965
	<b>Sub-Total</b>	<b>1,000,965</b>



Projects & Programs	Phase	Approved US\$
<b>Namibia</b>		
NEPRU	Phase I	2,400,000
NEPRU II	Expandate Mandate	2,000,000
NEPRU III	Expandate Mandate	1,300,000
NPMSP	Expandate Mandate	1,580,096
UNAM MPPA	Expandate Mandate	850,000
NFP	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	10,000
	<b>Sub-Total</b>	<b>8,190,096</b>
<b>Niger</b>		
CAPED	Expandate Mandate	1,500,000
CAPED II	Expandate Mandate	1,600,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	145,000
	<b>Sub-Total</b>	<b>3,245,000</b>
<b>Nigeria</b>		
DPC	Phase I	2,845,965
NCEMA I	Phase I	990,000
NCEMA II	Phase II	997,940
DPC II	Expandate Mandate	1,442,210
NCEMA III	Expandate Mandate	700,000
NEN	Expandate Mandate	300,000
PARP	Expandate Mandate	2,000,000
PARP II	Expandate Mandate	2,000,000
NFP	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>11,326,115</b>
<b>Regional</b>		
AERC-CMAP I	Phase I	5,000,000
BCEAO/BEAC	Phase I	1,050,000
CERDI-AUREDI	Phase I	2,364,000
ESAIDARM	Phase I	2,000,000
McGILL	Phase I	2,136,000
MEFMI	Phase I	2,900,000
OAU/EDECO/PASU	Phase I	3,000,000
PTCI	Phase I	5,000,000
AERC-CMAP II	Phase II	3,000,000
BEAC/BCEAO (debt) I	Phase II	1,650,000
EPM I - CAMEROON	Phase II	2,000,000
EPM I - COTE D'IVOIRE	Phase II	2,000,000
EPM I - GHANA	Phase II	2,000,000
EPM I - UGANDA	Phase II	2,000,000
AAU	Expandate Mandate	2,800,000
ABR	Expandate Mandate	750,000
AERC-CCP	Expandate Mandate	2,000,000
AERC-CCP II	Expandate Mandate	3,500,000
AERC-CMAP III	Expandate Mandate	3,000,000
AERC-CMAP IV	Expandate Mandate	3,000,000
AFAO	Expandate Mandate	1,700,000
AFI	Expandate Mandate	800,000
ARRF	Expandate Mandate	2,500,000
AU	Expandate Mandate	5,000,000
AWDF	Expandate Mandate	1,000,000

Projects & Programs	Phase	Approved US\$
BCEAO/BEAC DEBT II	Expandate Mandate	1,500,000
BCEAO/BEAC MACRO II	Expandate Mandate	1,738,857
BCEAO/BEAC MACRO III	Expandate Mandate	1,100,000
CAFRAD	Expandate Mandate	700,000
CEMAC	Expandate Mandate	1,000,000
CEMAC II	Expandate Mandate	1,800,000
CESAG	Expandate Mandate	1,500,000
CESAG II	Expandate Mandate	1,500,000
CIFAL - BURKINA FASO	Expandate Mandate	993,700
CIFAL - SOUTH AFRICA	Expandate Mandate	1,006,300
CI - ROAF	Expandate Mandate	1,000,000
CMAAE	Expandate Mandate	2,200,000
CODESRIA - CP	Expandate Mandate	1,100,000
COMESA	Expandate Mandate	1,500,000
EALA	Expandate Mandate	1,500,000
ECOWAS	Expandate Mandate	2,000,000
ECOWSTAT	Expandate Mandate	1,500,000
EPAU	Expandate Mandate	1,912,000
<b>Tanzania</b>		
ESRF	Phase I	1,700,000
ESRF II	Phase II	2,000,000
ESRF III	Expandate Mandate	1,500,000
PRSP (CSD)	Expandate Mandate	1,335,903
SZSS	Expandate Mandate	1,200,000
NFP	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	75,000
	<b>Sub-Total</b>	<b>7,860,903</b>
<b>Togo</b>		
NFP	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	45,000
	<b>Sub-Total</b>	<b>95,000</b>
<b>Uganda</b>		
EPRC	Phase I	1,500,000
EPRC II	Phase II	2,000,000
EPRC III	Expandate Mandate	1,802,891
EPRC IV	Expandate Mandate	1,600,000
UCCB	Expandate Mandate	4,500,000
NFP	Expandate Mandate	50,000
COUNTRY NETWORK	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	100,000
	<b>Sub-Total</b>	<b>11,602,891</b>
<b>Zambia</b>		
DMPA	Phase I	1,785,000
CBPZPS	Expandate Mandate	1,700,000
NGOCC	Expandate Mandate	1,384,980
NGOCC II	Expandate Mandate	1,204,000
ZIPAR	Expandate Mandate	1,500,000
NFP	Expandate Mandate	50,000
COUNTRY NETWORK	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	21,000
	<b>Sub-Total</b>	<b>7,694,980</b>

Projects & Programs	Phase	Approved US\$
<b>Zimbabwe</b>		
PDTPE	Phase I	2,000,000
CSO	Expandate Mandate	1,600,000
NECF	Expandate Mandate	2,000,000
ZEPARU	Expandate Mandate	1,500,000
ZWRNC	Expandate Mandate	1,000,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	377,642
	<b>Sub-Total</b>	<b>8,477,642</b>
	<b>Consolidated Grant Commitments</b>	<b>412,937,374</b>
<b>DRC</b>		
CASPOF	Expandate Mandate	1,489,090
MACROFOR	Expandate Mandate	1,598,164
MACROFOR II	Expandate Mandate	2,000,000
SENAREC	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	171,300
	<b>Sub-Total</b>	<b>5,308,554</b>
<b>Eritrea</b>		
EPAM	Expandate Mandate	900,000
	<b>Sub-Total</b>	<b>900,000</b>
<b>Ethiopia</b>		
EMPAC	Phase I	1,410,000
EDRI	Expandate Mandate	1,500,000
EDRI II	Expandate Mandate	1,400,000
EEA	Expandate Mandate	1,030,000
EEPRI	Expandate Mandate	800,000
	<b>Sub-Total</b>	<b>6,140,000</b>
<b>Gabon</b>		
CENAF	Expandate Mandate	1,305,933
PRECAGEF	Expandate Mandate	1,422,850
PRICIEGA	Expandate Mandate	3,250,000
SENAREC	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	136,667
	<b>Sub-Total</b>	<b>6,165,450</b>
<b>Gambia</b>		
GICAP	Expandate Mandate	850,000
TANGO	Expandate Mandate	1,000,000
	<b>Sub-Total</b>	<b>1,850,000</b>
<b>Ghana</b>		
CEPA	Phase I	3,500,000
CEPA II	Expandate Mandate	1,700,000
CEPA III	Expandate Mandate	1,500,000
IDEG	Expandate Mandate	1,500,000
IDEG II	Expandate Mandate	1,700,000
EGN	Expandate Mandate	300,000
EGN II	Expandate Mandate	500,000
	<b>Sub-Total</b>	<b>10,700,000</b>
<b>Guinea</b>		
CNPG-CEPEC	Phase I	1,600,000
CNPG-CEPECII	Phase II	1,500,000
SENAREC	Expandate Mandate	51,200
	<b>Sub-Total</b>	<b>3,151,200</b>

Projects & Programs	Phase	Approved US\$
<b>Guinea Bissau</b>		
PNRC - CAF	Expandate Mandate	1,300,000
PNRC - CAF II	Expandate Mandate	1,000,000
SENAREC	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>2,350,000</b>
<b>Kenya</b>		
IPAR	Phase I	2,525,000
KIPPRA	Phase I	1,630,000
KNET - KENYA	Expandate Mandate	297,000
IPAR II	Expandate Mandate	1,500,000
IPAR III	Expandate Mandate	1,200,000
IPAR IV	Expandate Mandate	1,400,000
KIPPRA II	Expandate Mandate	1,700,000
NGO - COUNCIL	Expandate Mandate	850,000
PSCGT	Expandate Mandate	1,000,000
PSCGT II	Expandate Mandate	900,000
COUNTRY NETWORK	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>13,052,000</b>
<b>Lesotho</b>		
LCN	Expandate Mandate	1,200,000
LMMP	Expandate Mandate	1,396,000
NFP	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	38,000
	<b>Sub-Total</b>	<b>2,684,000</b>
<b>Liberia</b>		
LIMPAC	Phase II	1,800,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	149,560
	<b>Sub-Total</b>	<b>1,949,560</b>
<b>Madagascar</b>		
CREAM	Phase II	1,721,270
CREAM II	Expandate Mandate	2,000,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	46,763
	<b>Sub-Total</b>	<b>3,768,033</b>
<b>Malawi</b>		
MAKNET	Expandate Mandate	300,000
MDMPAR	Expandate Mandate	1,500,000
NATSTA	Expandate Mandate	1,200,000
NEC	Expandate Mandate	1,500,000
NFP	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	88,973
	<b>Sub-Total</b>	<b>4,638,973</b>

Projects & Programs	Phase	Approved US\$
<b>Regional (Cont)</b>		
EPM II - CAMEROON	Expandate Mandate	2,000,000
EPM III - CAMEROON	Expandate Mandate	2,500,000
EPM II - COTE D'IVOIRE	Expandate Mandate	2,000,000
EPM III - COTE D'IVOIRE	Expandate Mandate	2,500,000
EPM - DRC	Expandate Mandate	2,500,000
EPM II - GHANA	Expandate Mandate	2,000,000
EPM III - GHANA	Expandate Mandate	2,500,000
EPM -MOZAMBIQUE	Expandate Mandate	2,200,000
EPM II - UGANDA	Expandate Mandate	2,000,000
EPM III - UGANDA	Expandate Mandate	2,500,000
EPM -ZAMBIA	Expandate Mandate	2,000,000
ICP	Expandate Mandate	1,000,000
IEF	Expandate Mandate	3,000,000
LMIS - AFRISTAT	Expandate Mandate	1,500,000
LMIS - AFRISTAT II	Expandate Mandate	1,500,000
MBFM	Expandate Mandate	1,500,000
MEFMI II	Expandate Mandate	2,500,000
MEFMI III	Expandate Mandate	2,000,000
MRUTP	Expandate Mandate	2,000,000
NEPAD	Expandate Mandate	2,000,000
NPTCI	Expandate Mandate	8,000,000
OAU-PASU II	Expandate Mandate	3,000,000
PALOP	Expandate Mandate	2,000,000
PAP	Expandate Mandate	2,000,000
PEARL	Expandate Mandate	800,000
PREGESCO	Expandate Mandate	1,800,000
PRIECA /AO	Expandate Mandate	1,431,594
PRIECA /AO II	Expandate Mandate	2,200,000
PSMTP - AU	Expandate Mandate	3,000,000
PSMTP - ENA DKR	Expandate Mandate	3,000,000
PSMTP - ENA LBV	Expandate Mandate	3,000,000
PSMTP - GIMPA	Expandate Mandate	3,000,000
PTCI II	Expandate Mandate	4,000,000
RECAC - ECCAS	Expandate Mandate	1,500,000
RENFOR	Expandate Mandate	2,000,000
SADC - PF	Expandate Mandate	2,600,000
SARIPS	Expandate Mandate	1,500,000
WAEMU	Expandate Mandate	2,000,000
WAIFEM	Expandate Mandate	2,519,000
WAIFEM II	Expandate Mandate	2,300,000
WAJA	Expandate Mandate	1,500,000
WUA	Expandate Mandate	2,500,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	1,984,173
	<b>Sub-Total</b>	<b>187,035,624</b>
<b>Rwanda</b>		
NCBP (PFMR)	Expandate Mandate	3,000,000
RCBP	Expandate Mandate	4,000,000
RPSCBP	Expandate Mandate	1,700,000
HRDA	Expandate Mandate	50,000
COUNTRY NETWORK	Expandate Mandate	44,000
	<b>Sub-Total</b>	<b>8,794,000</b>



Projects & Programs	Phase	Approved US\$
<b>Sao Tome</b>		
PRECASP	Expandate Mandate	1,100,000
PRECASP II	Expandate Mandate	1,000,000
SENAREC	Expandate Mandate	50,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	46,947
	<b>Sub-Total</b>	<b>2,196,947</b>
<b>Senegal</b>		
UPE	Phase I	1,912,200
CEPOD	Expandate Mandate	1,800,000
CEPOD II	Expandate Mandate	1,500,000
PRECAREF	Expandate Mandate	1,800,000
RESAPOD	Expandate Mandate	300,000
SAFEWINDS & SEED GRANTS	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>7,362,200</b>
<b>Sierra Leone</b>		
PRIME - SIERRA LEONE	Expandate Mandate	1,000,440
SAFEWINDS & SEED GRANTS	Expandate Mandate	37,500
	<b>Sub-Total</b>	<b>1,037,940</b>
<b>South Africa</b>		
AIPA I	Phase I	150,000
AIPA	Phase I	1,001,730
NIEP	Phase II	2,000,000
PCP (PSU)	Expandate Mandate	1,859,100
SANGOCO	Expandate Mandate	1,200,000
	<b>Sub-Total</b>	<b>6,210,830</b>
<b>Sudan</b>		
SAFEWINDS & SEED GRANTS	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>50,000</b>
<b>Swaziland</b>		
AMICAAL	Expandate Mandate	1,060,000
AMICAAL II	Expandate Mandate	1,000,000
CANGO	Expandate Mandate	1,000,000
SEPARC	Expandate Mandate	1,800,000
NFP	Expandate Mandate	50,000
	<b>Sub-Total</b>	<b>4,910,000</b>

## ANNEX A.2. SUMMARY OF OUTPUTS OF ACBF-FUNDED OPERATIONS

[illegible]

# ANNEX A.2. SUMMARY OF OUTPUTS OF ACBF-FUNDED OPERATIONS

TITLE OF PROJECT OR PROGRAM	Effective date of Commencement	Number of Institutions Strengthened	Beneficiaries of training				Number of Training Prog and Bificiaries			Policy studies, Research and Consultancies			Technical Assistance to Govt Agencies	Exchange Programs / Study Visits
			PH.D	M.A	P.G.D	Fellows Inst. Cap. Building	Short Courses	Work-Shops	Seminars	Comm. by Govt	Comm. by Others	Res. Cted Completed	Publication Dissem.	
CMAAE	Jul-05													
CODESRIA	May- 06													
COMESA	Jun-03													
CONSUMER INT.(ROAF)	Oct-01													
CREAM	Apr-03													
CSD	Apr-01													
DMPA	Feb-96													
DPC	Feb-94													
EALA	Feb-06													
ECOWAS	Jul-02													
EDRI	May-03													
EEA/EEPRI	May-01													
EPAM	Jun-08													
EPM ABIDJAN	Oct-99													
EPM ACCRA	Sep-00													
EPM-KINSHASA	Jun-08													
EPM MAKERERE	Oct-00													
EPM-MOZAMBIQUE	Jan-08													
EPM YAOUNDE	Sep-99													
EPM-ZAMBIA	May-08-													
EPRC	Jul-93													
ESRF	Jun-94													
GICAP	Jul-02													

[illegible]

## ANNEX A.2. SUMMARY OF OUTPUTS OF ACBF-FUNDED OPERATIONS

TITLE OF PROJECT OR PROGRAM	Effective date of Commencement	Number of Institutions Strengthened	Beneficiaries of training				Number of Training Prog and Beciaries			Policy studies, Research and Consultancies				Technical Assistance to Govt Agencies	Exchange Study Visits
			PH.D	M.A	P.G.D	Fellows Inst. Cap. Building	Short Courses	Work-Shops	Seminars	Comm. by Govt	Comm. by Others	Res. Ctd Completed	Publication Dissem.		
PREGESCO	Aug-06														
PRIECA/AO	Feb-01														
PRIESP	Jan-01														
PRIME - Burundi	Apr-07														
PRIME - Mali	Apr-07														
PROFESS	Jun-01														
PSMTP -AU	Dec-04														
PSMTP-ENA -Dakar	Dec-04														
PSMTP-GIMPA -Ghana	Dec-04														
PSMTP-Libreville	Dec-04														
PTCI III	Sep-94														
RECADIP	Jul-06														
RE-CEMAC	Jun-02														
RECOFEM	Jul-04	U													
RENFOR	Oct-05														
RESPEC	Jul-05														
Rwanda Public Fin. Mgt	Feb-02														
SANGOCO	Sep-01														
SARIPS	Jun-01														
UNAM -MPPA	May-01														
UPE/CEPOD	Jul-94														
WAIFEM	Oct--00														
WAJA	Feb-07														
ZANSTAT	Sep-07														
ZEPARU	Apr-04														
Cumulative 2008															
Cumulative 2007		1,229	516	6,148	433	1,794	9,667	18,664	5,398	823	591	1,347	1,501	384	269
Cumulative 2006		1,046	476	5,492	433	1,784	8,711	17,602	4,324	799	571	1,306	1,432	339	223
Cumulative 2005		845	457	4,776	372	1,771	7,998	16,914	2,894	665	534	1,231	1,342	322	211
Cumulative 2004		702	406	4,102	372	1,298	7,373	16,797	2,808	637	514	1,141	1,232	318	207
Cumulative 2003		511	286	2,651	316	1,043	5,086	13,703	2,057	499	337	849	1,009	210	161
Cumulative 2002		-	235	2,171	311	357	4,188	12,498	1,958	422	287	799	993	188	136



## Annex A.3: Financing Status of ACBF Projects as at 31 December 2008

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2008	Financing Deficit/(Surplus) 2007
	1	2	3	4	5	6
AAU	4,089,400	2,800,000	-	-	1,289,400	1,289,400
ABR	7,078,540	750,000	4,328,000	-	2,000,540	2,000,540
AERC-CMAP I	15,583,700	5,000,000	-	10,583,700	-	-
AERC-CMAP II	12,267,124	3,000,000	-	9,267,124	-	-
AERC-CMAP III	12,998,991	3,000,000	-	10,200,000	(201,009)	(201,009)
AERC-CMAP IV	12,760,481	3,000,000	-	8,395,726	1,364,755	1,364,755
AERC- PhD	9,231,882	2,000,000	-	7,054,686	177,196	177,196
AERC- PhD II	12,449,443	3,500,000	-	8,029,274	920,169	920,169
AFAO	2,772,987	1,700,000	154,447	-	918,540	918,540
AFI	9,699,000	800,000	-	-	8,899,000	8,899,000
AIPA I	150,000	150,000	-	-	-	-
AIPA II*	7,573,000	1,001,730	-	-	6,571,270	6,571,270
AMICAAL I	4,318,250	1,060,000	843,000	510,000	1,905,250	1,905,250
AMICAAL II	7,232,000	1,000,000	6,232,000	-	-	-
ARRF	4,206,870	2,500,000	50,000	750,000	906,870	906,870
AU	5,000,000	5,000,000	-	-	-	-
AWDF	2,500,000	1,000,000	250,000	900,000	350,000	828,876
BCEAO/BEAC (macro) I	3,570,000	1,050,000	1,612,000	908,000	-	-
BCEAO/BEAC (macro) II	4,347,142	1,738,857	-	2,608,285	-	-
BCEAO/BEAC (macro) III	5,540,000	1,100,000	1,662,000	-	2,778,000	2,778,000
BEAC/BCEAO (debt) I	5,468,908	1,650,000	1,100,000	2,718,908	-	-
BEAC/BCEAO (debt) II	9,242,400	1,500,000	3,089,602	4,679,029	(26,231)	(26,231)
BIDPA I	10,000,000	3,000,000	3,000,000	4,000,000	-	-
CAFRAD	909,400	700,000	209,400	-	-	-
CAMERCAP I	2,173,850	1,708,850	465,000	-	-	-
CAMERCAP II	1,846,620	1,400,000	446,620	-	-	-
CANGO	2,082,000	1,000,000	400,000	-	-	-
CAPAN	2,860,463	1,600,000	150,000	127,650	682,000	682,000
CAPAN II	3,201,555	1,500,000	300,000	1,200,000	982,813	982,813
CAPE	2,619,760	1,500,000	259,980	195,600	201,555	201,555
CAPE II	2,200,000	1,200,000	260,000	-	664,180	664,180
CAPED I	2,950,605	1,500,000	206,586	49,475	740,000	740,000
CAPED II	2,921,800	1,600,000	600,000	139,000	1,194,544	1,194,544
CAPES I	3,215,256	1,600,000	321,526	1,293,730	582,800	-
					-	-

Annex A.3: Financing Status of ACBF Projects as at 31 December 2008 (Continued)

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2008	Financing Deficit/(Surplus) 2007
	1	2	3	4	5	6
CAPES II	3,749,900	1,700,000	900,000	-	1,149,900	1,149,900
CAREF	1,862,532	1,526,150	336,382	-	-	(1,000)
CASC	24,596,450	4,000,000	-	20,596,450	-	-
CASPOF	1,804,215	1,489,090	227,925	-	87,200	-
CCDB I	1,091,310	1,091,310	-	-	-	-
CCDB II	675,000	675,000	-	-	-	-
CENAF	1,550,591	1,305,933	120,000	-	124,658	124,658
CEPA I	6,068,000	3,500,000	-	2,568,000	-	-
CEPA II	4,756,000	1,700,000	1,000,000	2,056,000	-	-
CEPA III	3,883,000	1,500,000	1,000,000	700,000	683,000	868,500
CEPOD I	4,198,562	1,800,000	650,000	1,748,562	-	-
CEPOD II	3,693,530	1,500,000	1,000,000	1,193,530	-	-
CERCAP	4,040,726	2,000,000	1,000,000	-	1,040,726	1,040,726
CERDI-AURED I	6,867,000	2,364,000	-	1,539,000	2,964,000	2,964,000
CESAG I	3,379,500	1,500,000	391,304	469,304	1,018,892	1,018,892
CESAG II	3,332,985	1,500,000	1,832,985	-	-	17,580
CI - ROAF	4,000,000	1,000,000	-	3,000,000	-	-
CIAD	1,901,025	1,000,000	170,000	-	731,025	731,025
CIFAL DURBAN	1,089,100	1,006,300	-	-	82,800	82,800
CIFAL OUAGADOUGOU	1,094,238	993,700	-	-	100,538	100,538
CIRES-CAPEC I	1,750,000	1,750,000	-	-	-	-
CIRES - CAPEC II	2,192,500	1,754,000	438,500	-	-	-
CIRES - CAPEC III	3,338,895	1,700,000	1,000,000	-	638,895	638,895
CLKNET - CAPE VERDE (NEPAM)	614,145	300,000	114,145	200,000	-	-
CLKNET - KENYA	297,000	297,000	-	-	-	-
CMAAE	8,997,803	2,200,000	1,263,600	3,100,000	2,434,203	2,434,203
CNPG-CEPEC	2,196,594	1,600,000	596,594	-	-	-
CNPG-CEPEC II	2,440,658	1,500,000	260,000	500,000	180,658	180,658
CODESRIA - CP	3,046,595	1,100,000	-	1,946,595	-	426,595
COMESA	1,616,000	1,500,000	116,000	-	-	-
CREAM	2,371,270	1,721,270	200,000	450,000	-	-
DMPA	3,951,000	1,785,000	1,270,989	990,000	(94,989)	(94,989)
DPC I	4,335,000	2,845,965	1,000,000	489,035	-	-
DPC II	3,599,415	1,442,210	755,072	1,402,183	(50)	(50)

\*Cancelled in July 1996

Annex A.3: Financing Status of ACBF Projects as at 31 December 2008 (Continued)

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2008	Financing Deficit/(Surplus) 2007
	1	2	3	4	5	6
EALA	2,662,934	1,500,000	-	-	1,162,934	1,162,934
EEA II	3,133,686	800,000	382,033	1,951,653	-	1,794,453
EMPAC	2,350,000	1,410,000	258,500	681,500	-	-
EPAM	4,073,407	900,000	633,752	2,539,655	-	2,539,655
EPM (Cameroon) I	3,009,705	2,000,000	-	1,100,000	(90,295)	(90,295)
EPM (Cameroon) II	2,951,648	2,000,000	-	560,000	391,648	391,648
EPM (Cameroon) III	2,920,000	2,500,000	-	420,000	-	-
EPM (Coted'Ivoire) I	2,990,836	2,000,000	-	970,000	20,836	20,836
EPM (Coted'Ivoire) II	2,977,527	2,000,000	-	560,000	417,527	417,527
EPM (Coted'Ivoire) III	2,926,908	2,500,000	-	426,908	-	-
EPM (Mozambique)	2,787,500	2,000,000	-	420,000	167,500	167,500
EPM (Uganda) I	3,161,640	2,000,000	-	1,161,000	640	640
EPM (Uganda) II	2,959,400	2,000,000	-	560,000	399,400	399,400
EPM (Uganda) III	2,926,908	2,500,000	-	426,908	-	-
EPM (Zambia)	2,420,000	2,000,000	-	420,000	-	-
EPRC I	1,821,537	1,500,000	491,290	-	(169,753)	(169,753)
EPRC II	4,690,798	2,000,000	1,220,573	1,439,459	30,766	30,766
EPRC III	5,595,694	1,802,891	2,045,295	1,162,890	584,618	1,747,508
ESADARM	8,000,000	2,000,000	2,074,435	3,925,565	-	-
ESRF I	4,208,000	1,700,000	695,401	-	1,812,599	1,812,599
ESRF II	5,400,000	2,000,000	1,920,000	480,000	1,000,000	1,000,000
ESRF III	5,080,000	1,500,000	1,050,000	2,530,000	-	1,635,000
GICAP	897,900	850,000	47,900	-	-	-
ICP	11,000,000	1,000,000	-	-	10,000,000	10,000,000
IDEC I	2,861,280	2,000,000	82,650	-	778,630	778,630
IDEC II	3,662,800	2,000,000	362,800	1,300,000	-	-
IDEC III	3,238,800	2,000,000	548,800	-	690,000	690,000
IDEG	2,548,959	1,500,000	390,000	360,000	298,959	298,959
IEF	13,725,212	3,000,000	-	10,725,212	-	-
IGE	1,342,984	998,985	200,000	143,999	-	-
ILO (AFRISTAT)	2,364,215	1,500,000	457,113	455,660	(48,558)	(48,558)
IPAR	5,033,000	2,525,000	-	2,508,600	(600)	(600)
IPAR II	4,000,000	1,500,000	-	1,787,130	712,870	712,870
IPAR III	3,916,000	1,200,000	916,000	1,000,000	800,000	800,000

Annex A.3: Financing Status of ACBF Projects as at 31 December 2008 (Continued)

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2008	Financing Deficit/(Surplus) 2007
	1	2	3	4	5	6
KIPRA	5,312,000	1,630,000	1,182,000	2,500,000	-	-
KIPPRA II	15,677,000	1,700,000	-	-	13,977,000	13,977,000
LCN	1,787,200	1,200,000	-	-	587,200	587,200
LIMPAC	2,396,079	1,800,000	-	-	596,079	596,079
LMMP	1,550,000	1,396,000	-	-	154,000	154,000
MACROFOR I	1,598,164	1,598,164	-	-	-	-
MACROFOR II	2,341,269	2,000,000	300,000	-	41,269	41,269
MAKNET	330,000	300,000	30,000	-	-	-
MBFM - KSMS	1,794,720	1,500,000	294,720	-	-	-
McGILL	7,936,000	2,136,000	886,000	4,914,000	-	-
MDMPAR	5,000,000	1,500,000	1,000,000	-	2,500,000	2,500,000
MEFMI I	25,000,000	2,900,000	-	22,100,000	-	-
MEFMI II	18,343,132	2,500,000	11,556,000	10,055,000	(5,767,868)	(5,767,868)
MEFMI III	28,325,000	2,000,000	14,625,000	-	11,700,000	11,700,000
MRUTP	2,380,000	2,000,000	380,000	-	-	-
NATSTA - MSSP	2,746,000	1,200,000	646,000	500,000	400,000	-
NCBP (PFMR)	7,106,100	3,000,000	-	-	4,106,100	4,106,100
NCEMA I	989,879	990,000	-	-	(121)	(121)
NCEMA II	2,102,070	997,940	817,002	287,128	-	-
NCEMA III	2,408,740	700,000	1,708,740	-	-	-
NEC	3,000,000	1,500,000	350,000	1,150,000	-	-
NECF	6,697,845	2,000,000	3,033,000	800,000	864,845	864,845
NEG	349,700	300,000	-	-	49,700	49,700
NEM	700,000	300,000	400,000	-	-	-
NEPAD	49,209,000	2,000,000	43,309,000	-	3,900,000	3,900,000
NEPRU I	3,665,000	2,400,000	1,265,000	-	-	-
NEPRU II	5,602,880	2,000,000	2,610,304	992,576	-	-
NEPRU III	6,246,281	1,300,000	4,946,281	-	-	-
NPMSP	2,059,000	1,580,096	478,904	-	-	-
NPTCI	11,750,500	8,000,000	-	3,750,500	-	-
OAU/EDECO/PASU I	3,000,000	3,000,000	-	-	-	-
OAU/EDECO/PASU II	7,709,074	3,000,000	4,709,074	1,716,000	(1,716,000)	(1,716,000)
PADCL	2,464,000	700,000	244,000	1,520,000	-	-
PALOP	8,299,016	2,000,000	1,578,389	3,643,400	1,077,227	1,077,227

Annex A.3: Financing Status of ACBF Projects as at 31 December 2008 (Continued)

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2008	Financing Deficit/(Surplus) 2007
	1	2	3	4	5	6
PAP	9,019,600	2,000,000	-	-	7,019,600	7,019,600
PARCOSIT	1,040,422	936,380	104,042	-	-	-
PARECAP	3,097,308	2,000,000	-	-	1,097,308	1,097,308
PARFIT	5,939,624	2,000,000	133,205	3,800,000	6,419	22,576
PARP	3,536,925	2,000,000	1,536,925	-	-	-
PARP II	12,000,000	2,000,000	10,000,000	-	-	-
PCP(PSU)	3,164,500	1,850,000	-	1,164,500	150,000	150,000
PDTE	2,000,000	2,000,000	-	-	-	-
PNRC - CAF I	1,682,340	1,300,000	-	-	382,340	382,340
PNRC - CAF II	1,377,750	1,000,000	-	-	377,750	377,750
PNRN - CMAP I	1,845,360	1,200,000	207,960	50,000	387,400	387,400
PNRN - CMAP II	3,315,678	1,450,000	497,352	-	1,368,326	1,368,326
PRCS-RCA	2,942,721	1,400,000	134,820	1,407,901	-	-
PRECAGEF	1,422,850	1,422,850	-	-	-	-
PRECAN	2,676,471	2,000,000	304,771	371,700	-	-
PRECAREF	5,187,578	1,800,000	680,000	1,800,000	907,578	907,578
PRECASP	1,100,000	1,100,000	-	-	-	-
PREGESCO	2,100,000	1,800,000	300,000	-	-	-
PRICIEGA	4,450,000	3,250,000	1,200,000	-	-	-
PRIECA/AO I	3,346,154	1,431,594	-	-	1,914,560	1,914,560
PRIECA/AO II	3,542,381	2,200,000	-	1,342,381	-	-
PRIESP	901,365	723,330	78,035	100,000	-	-
PRIME - BURUNDI	1,079,085	1,000,335	78,750	-	-	-
PRIME - MALI	1,360,275	1,000,650	359,625	-	-	-
PRIME - MOZAMBIQUE	1,093,365	1,000,965	92,400	-	-	-
PRIME - SIERRA LEONE	1,079,190	1,000,440	78,750	-	-	-
PROFESS	1,538,450	1,157,090	381,360	-	-	-
PRSP (CSD)	29,084,709	1,335,903	2,200,000	25,548,806	-	-
PSCGT	3,090,858	1,000,000	1,460,000	200,000	430,858	430,858
PSCGT II	4,209,860	900,000	1,475,000	374,860	1,460,000	1,460,000
PSMTP - AU	3,000,000	3,000,000	-	-	-	-
PSMTP - GIMPA	3,000,000	3,000,000	-	-	-	-
PSMTP - ENA DKR	3,000,000	3,000,000	-	-	-	-
PSMTP - ENA LBV	3,000,000	3,000,000	-	-	-	-



Annex A-3: Financing Status of ACBF Projects as at 31 December 2008 (Continued)

	Total Cost	ACBF's Share	Govt./Own Finance	Pledged Co-finance	Financing Deficit/(Surplus) 2008	Financing Deficit/(Surplus) 2007
	1	2	3	4	5	6
PTCI I	12,400,000	5,000,000	-	4,789,800	2,610,200	2,610,200
PTCI II	12,742,365	4,000,000	-	2,322,714	6,419,651	6,419,651
RE-CEMAC	1,851,542	1,000,000	851,542	-	-	-
RE-CEMAC II	2,000,000	1,800,000	200,000	-	-	-
RCBP	75,732,100	4,000,000	-	71,732,100	-	-
RECADIP	1,650,000	1,500,000	150,000	-	-	-
RECOFEM	1,894,410	1,000,000	500,000	50,000	344,410	344,410
RENFOR	2,300,000	2,000,000	200,000	-	100,000	100,000
REPAC	2,375,100	1,500,000	310,000	-	565,100	565,100
RESAPOD	1,003,842	300,000	400,000	-	303,842	303,842
RESPEC	1,863,310	1,517,510	345,800	-	-	-
RGC-B	375,000	275,000	100,000	-	-	-
RPSCBP	7,279,372	1,700,000	1,700,000	3,879,372	-	-
SADC - PF	3,631,293	2,600,000	-	-	1,031,293	1,031,293
SANGOCO	5,455,317	1,200,000	2,201,561	2,053,756	-	-
UCCB	12,900,000	4,500,000	2,580,000	582,000	5,238,000	5,397,388
UJAO/WAJA	2,919,945	1,500,000	300,000	500,000	619,945	619,945
UNAM MPPA	1,986,700	850,000	1,136,700	-	-	-
UPE	2,961,000	1,912,200	194,400	854,400	-	-
WAEMU(UEMOA)	10,628,033	2,000,000	1,364,055	7,263,978	-	-
WAIFEM I	12,610,269	2,519,000	-	5,015,470	5,075,799	5,075,799
WAIFEM II	12,000,000	2,300,000	7,740,000	1,960,000	-	-
WUA	2,640,000	2,500,000	140,000	-	-	-
ZANSTAT (SZSS)	1,971,975	1,200,000	771,975	-	-	-
ZCSMBA (CBPZPS)	3,414,030	1,700,000	587,300	726,730	400,000	400,000
ZEPARU	5,500,000	1,500,000	4,000,000	-	-	-
ZIMSTAT (CSO)	2,700,000	1,600,000	900,000	-	200,000	200,000
ZIPAR	4,000,000	1,500,000	1,000,000	1,500,000	-	-
ZWRNC	1,867,638	1,000,000	270,873	-	596,765	596,765
NFP (26)	1,301,200	1,301,200	-	-	-	-
SAFEWIND AND Seed Grants	3,791,168	3,791,168	-	-	-	-
Special Projects	4,831,008	4,831,008	-	-	-	-
	1,135,626,531	395,147,044	230,451,343	369,209,861	140,818,283	148,163,377

## Annex. A.4: Status of Pledges and Contributions By Donors As At 31 Dec. 2008 - Phase I

	Amount Pledged		Amount Contributed				
Country/ Organization	Trust Fund 1	Trust Fund 2	Trust Fund 1	Trust Fund 2	Exchange (Losses)/ Gains	Outstanding Amount	STATUS
	US\$ (000)	US\$ (000)	US\$ (000)	US\$ (000)	USD (million)	USD (million)	
Af D B	6.000	-	6.053	-	0.053	-	Fully Paid
Austria	0.400	-	0.377	-	(0.023)	-	Fully Paid
Botswana	0.250	-	0.250	-	-	-	Fully Paid
Cameroon	0.250	-	0.171	-	-	0.079	O/S Balance
Canada	1.500	1.500	1.500	1.500	0.003	-	Fully Paid
Côte d'Ivoire	0.250	-	0.250	-	-	-	Fully Paid
DRC	0.250	-	-	-	-	0.250	
Denmark	4.000	-	3.951	-	(0.049)	-	Fully Paid
Finland	5.000	-	4.698	-	(0.302)	-	Fully Paid
France	10.000	-	4.477	-	(0.523)	5.000	
Ghana	0.250	-	-	-	-	0.250	
Kenya	0.250	-	0.250	-	-	-	Fully Paid
Mali	0.250	-	0.250	-	-	-	Fully Paid
Mauritius	0.250	-	-	-	-	0.250	
Netherlands	3.009	-	3.009	-	-	-	Fully Paid
Nigeria	0.250	-	0.250	-	-	-	Fully Paid
Norway	4.300	-	3.505	-	(0.795)	-	Fully Paid
Senegal	0.250	-	-	-	-	0.250	
Sweden	6.000	-	4.615	-	(1.385)	-	Fully Paid
Tanzania	0.250	-	-	-	-	0.250	
United Kingdom	5.000	-	4.992	-	(0.008)	-	Fully Paid
United States	10.000	-	5.000	-	-	5.000	
UNDP	-	6.855	-	6.718	-	0.137	Grant closed
World Bank	7.000	8.000	7.000	8.000	-	-	Fully Paid
Zimbabwe	0.250	-	0.250	-	-	-	Fully Paid
<b>Total</b>	<b>65.209</b>	<b>16.355</b>	<b>50.849</b>	<b>16.218</b>	<b>(3.028)</b>	<b>11.466</b>	

## Annex. A.5: Status of Pledges and Contributions by Donors as at 31 December 2008 - Phase II

Country/ Organization	Amount Pledged	Paid in Contributions Received	Comment
	USD (million)	USD (million)	
AfDB	6.000	3.010	
Botswana	0.300	0.300	Fully Paid
Cameroon	0.300	0.198	
Canada	2.400	3.270	Fully Paid
Chad	0.250	0.256	Fully Paid
Cote D'Ivoire	0.300	-	
Denmark	5.000	4.955	Fully Paid
Finland	3.000	2.555	Fully Paid
Gabon	0.250	0.238	Fully Paid
Ireland	0.967	0.944	Fully Paid
Netherlands	2.500	0.795	
Nigeria	0.400	0.400	Fully Paid
Norway	4.121	3.588	Fully Paid
Rwanda	0.250	0.250	Fully Paid
Senegal	0.250	-	
Sweden	6.000	6.000	Fully Paid
Uganda	0.250	0.330	Fully Paid
United Kingdom	4.942	4.579	Fully Paid
UNDP	5.000	-	
World Bank*	10.000	10.000	Fully Paid
Zimbabwe	0.250	0.250	Fully Paid
<b>Total</b>	<b>52.730</b>	<b>41.918</b>	
<b>Investment Income</b>		<b>7.221</b>	

Note: If the Japanese PHRD Fund of USD 10.000 million is taken into account, the total pledged resources become USD 62.730 million.

\*The World Bank's original pledge of USD 15 million has been reduced by USD 5million following official confirmation by the Bank that the amount was included in the USD 55 million pledged under the ACBF/PACT phase.

## Annex. A.6: Status of Pledges and Contributions by Donors as at 31 December 2008ACBF-PACT Phase

Country/ Organization	Amount National Currency (million)	Pledged US Dollars USD (million)	Amount Paid-in US Dollars USD (million)	Remarks
AfDB		12.000	-	
Benin		0.500	0.638	Fully Paid
Burkina Faso		0.250	-	
Canada		0.600	0.600	Fully Paid
Cameroon		0.750	0.452	
Canada	C\$29.000	17.834	18.999	Fully Paid
Canada*	C\$10.000	8.894	3.054	
Denmark		5.000	3.823	Fully Paid
Congo (DRC)		0.500	-	
Ethiopia		0.200	-	
E.U.	€ 2.000	2.020	-	
Finland	€ 2.000	2.020	2.367	Fully Paid
France		5.051	5.231	Fully Paid
Gabon		0.800	0.628	
IMF		4.000	2.331	
India		1.000	1.000	Fully Paid
Ireland	€ 4.000	4.041	4.736	Fully Paid
Ireland	€ 0.500	0.718	0.718	Fully Paid
Kenya		0.700	0.652	Fully Paid
Mali		0.750	0.864	Fully Paid
Mauritania		0.250	-	
Netherlands	€ 15.000	15.153	12.533	
Niger		0.300	-	
Nigeria		0.500	0.300	
Norway	NOK75.000	10.393	11.540	
Rockefeller Foundation		0.075	0.075	Fully Paid
Rwanda		0.700	0.110	
Senegal		0.500	0.192	
Sudan		0.250	-	
Sweden	SEK60.000	6.000	8.072	Fully Paid
United Kingdom	£9.000	14.277	15.729	Fully Paid
UNDP		1.000	-	
USA		1.500	-	
World Bank		73.500	73.500	Fully Paid
World Bank		52.600	52.600	Fully Paid
World Bank**		22.000	22.000	Fully Paid
Zambia		0.250	0.250	Fully Paid
<b>Total</b>		<b>266.877</b>	<b>242.994</b>	
<b>Investment Income</b>			<b>19.456</b>	

## Exchange Rates used for pledges:

12/11/2002= USD1=CD1.57; EUR=0.9899; NOK=7.2164; SEK=10; KSh=71.43

Please note that this Table technically represents the ACBF-PACT phase (Phase III) of the Trust Fund pledged to the Foundation. Although the table is denominated in United States dollars, pledges in national currencies are disbursed in those national currencies but expressed in United States Dollars at the exchange rate ruling on the date of receipt.

\*In 2007, Canada pledged an additional C\$ 10 million towards financing of SMTP I. The pledge was converted to US\$ 1=C\$ 1=12431 on 23 April. 2007

## Annex. A.7: Status of Pledges and Contributions as at 31 December 2008 - SMTP II (2007-2011)

Country/ Organization	Amount National Currency (million)	Pledged US Dollars USD (million)	Amount Paid-in US Dollars USD (million)	Remarks
AfDB		6.000		
Benin		0.500		
Botswana		0.700		
Burkina Faso		0.250		
Burundi		0.250		
Cameroon		0.750		
Canada	C\$8.000	7.052		
Central African Rep.		0.250		
Chad		0.300		
Congo Brazz.		0.500		
Congo (DRC)		-		
Cote d'Ivoire		0.300		
Denmark	DKK 30.000	5.000	1.177	FY 2007 installment
Ethiopia		-		
E.U.		-		
Finland	Eur 1.800	2.500		
France		-		
Gabon		0.750		
Ghana		0.200		
Greece		1.000	0.400	FY 2007 installment
IMF		-		
India		-		
Ireland		-		
Kenya		0.500		
Madagascar		0.250		
Malawi		0.250		
Mali		0.500		
Mauritania		0.250		
Netherlands		-		
Niger		0.250		
Nigeria		1.000		
Norway	NK 40.000	8.000		
Rwanda		0.300		
Sao Tome		0.250		
Senegal		0.300		
Sudan		-		
Swaziland		0.250		
Sweden		-		
Tanzania		0.550		
Uganda		0.250		
United Kingdom	£4.000	7.800		
UNDP		1.000		
USA		-		
World Bank		150.000	56.000	First tranche
Zambia		0.250		
Zimbabwe		0.750		
<b>Total</b>		<b>199.002</b>	<b>57.577</b>	

## Exchange Rates used for pledges:

23/04/2007= USD1=CD1.1243; GBP= 1.95

\* In 2007, Canada pledged an additional C\$ 10 million towards financing of SMTP I.

\*\* Of the World Bank's pledge of US\$ 150 million US\$ 26 million has been disbursed and an equal amount is expected in 2008.



**Annex. B.1: Management and Staff as of 31 December 2008**

Edwin N. FORLEMU	Executive Secretary, a.i. <b>(Cameroon)</b>
Sally L. DORMEYAN	Manager, Operations Department I <b>(Zambia)</b>
Samba KA	Manager, Operations Department III <b>(Senegal)</b>
Jacques G. KATUALA	Manager, Training Programs Department <b>(Democratic Republic of Congo)</b>
Constantine MANDENGU	Manager, Finance Department <b>(Zimbabwe)</b>
Apollinaire NDORUKWIGIRA	Operations Adviser; Manager, Operations Monitoring and Evaluation Department <b>(Burundi)</b>
Coffi NOUMON	Manager, a.i., Operations Department IV <b>(Benin)</b>
Genevesi OGIOGIO	Planning and Programming Adviser; Manager Knowledge Management Department <b>(Nigeria)</b>
Temilade OKE	Secretary to the Boards; Manager, Corporate Affairs Department <b>(Nigeria)</b>
Dieynaba TANDIAN	Manager, Operations Department II <b>(Senegal)</b>
Mercy BRUCE-AMANQUAH	Senior Human Resources Officer <b>(Ghana)</b>
Charlotte NDLOVU	Senior Budget and Finance Analyst <b>(Zimbabwe)</b>
Claude SINZOGAN	Senior Program Officer <b>(Benin)</b>
Ernest ETTI	Senior Evaluation Officer <b>(Cameroon)</b>
Adeboye ADEYEMO	Senior Evaluation Officer <b>(Nigeria)</b>
Madibinet CISSÉ	Senior Legal Officer <b>(Guinea – Conakry)</b>
Dickson ANTWI	Program Officer <b>(Ghana)</b>
Thomas ASARE	Disbursement Officer <b>(Ghana)</b>
Roger ATINDEHOU	Program Officer <b>(Benin)</b>
Bethelhem BELAYNEH	Knowledge Management Officer <b>(Ethiopia)</b>
Leah CHATTA-CHIPEPA	Program Officer <b>(Zambia)</b>
Maria-Nita DENG-CHONGUIÇA	Program Officer <b>(Mozambique)</b>
Gibson GUVHEYA	Knowledge Management Officer <b>(Zimbabwe)</b>
Kobena HANSON	Knowledge Management Officer <b>(Ghana)</b>
Phineas KADENGE	Program Officer <b>(Zimbabwe)</b>
Rutendo KAMBARAMI	Knowledge Management Officer; Outreach Officer, a.i. <b>(Zimbabwe)</b>
Abdoulaye KANE	Program Officer <b>(Burkina Faso)</b>
Karamoko KANÉ	Program Officer <b>(Mali)</b>
George KARARACH	Program Officer <b>(Uganda)</b>

Jules Roger KETCHA NZOUNDJI	Disbursement Officer ( <b>Cameroon</b> )
Bakary KONÉ	Program Officer ( <b>Côte d'Ivoire</b> )
Towera LUHANGA	Program Officer ( <b>Malawi</b> )
Sithabile MAJONI	Administration Officer ( <b>Zimbabwe</b> )
Nyawira MIANO	Program Officer ( <b>Kenya</b> )
Franklin MUTAHAKANA	Program Officer ( <b>Uganda</b> )
Robert NANTCHOUANG	Program Officer ( <b>Cameroon</b> )
Floribert NGARUKO	Knowledge Management Officer ( <b>Burundi</b> )
Rosa ONGESO	Program Officer ( <b>Kenya</b> )
Esther ONWUZURUIKE	Legal Officer ( <b>Nigeria</b> )
Claude SOKPOR	Disbursement Officer ( <b>Togo</b> )
Zewdu Mebrat TEGEN	Accounting Officer ( <b>Ethiopia</b> )
Oumar TOURÉ	Internal Audit Officer ( <b>Côte d'Ivoire</b> )
Muchazowonei TSIGA	Disbursement Officer ( <b>Zimbabwe</b> )
Chriswell VAVA	Information Systems Officer ( <b>Zimbabwe</b> )
Emmie WADE	Program Officer ( <b>Zimbabwe</b> )
Rukiya WADOUD	Program Officer ( <b>Tanzania</b> )
Grace WAMALA	Disbursement Officer ( <b>Uganda</b> )
François YAO	Program Officer ( <b>Côte d'Ivoire</b> )
Teza KOWA	Internal Audit Officer ( <b>Zambia</b> )
Nomhle Veli MOYO	Protocol, Meetings and Travels Officer ( <b>Zimbabwe</b> )
Sophie NCUBE	Research and Information Officer ( <b>Zimbabwe</b> )
<hr/>	
Marie-Thérèse BAMPASSY-KADURIRA	Senior Bilingual Secretary ( <b>Senegal</b> )
Sitabile MATIPANO	Senior Secretary ( <b>Zimbabwe</b> )
Catherine MLINGWA	Senior Secretary ( <b>Zimbabwe</b> )
Juliet MUCHEKI	Senior Graphic Designer/Secretary ( <b>Zimbabwe</b> )
Rudo GWAFA	Bilingual Secretary ( <b>Zimbabwe</b> )
Aku BURAWUDI	Bilingual Secretary ( <b>Togo</b> )
Barbra PASIPANODYA	Bilingual Secretary ( <b>Zimbabwe</b> )

Veronica SITHOLE	Bilingual Secretary (Zimbabwe)
Petronilla UTETE	Personal Assistant to the Executive Secretary (Zimbabwe)
Memory MUNYURWA	Secretary (Zimbabwe)
Maljan FAZILAHMED	Secretary (Zimbabwe)
Walter MANGWENDE	Desktop Publishing Secretary (Zimbabwe)
Ebbah GADAGA	Human Resources Assistant (Zimbabwe)
Patience JAMBAYA	Accounts Assistant (Zimbabwe)
Tendayi MAKUYANA	Accounts Assistant (Zimbabwe)
Aleck MUNHAMO	Procurement and Travel Operations Assistant (Zimbabwe)
Lambert MUIRIMI	Accounts Assistant (Zimbabwe)
Alfred GUMBWA	Library Assistant (Zimbabwe)
Thomas SIPAPATE	Web Designer (Zimbabwe)
William KAZVIDZA	Administrative Services Clerk (Zimbabwe)
Godwin MAKURA	Administrative Services Clerk (Zimbabwe)
Rhoda KAWARA	Receptionist (Zimbabwe)
Jonathan SITHOLE	Senior Driver/Messenger (Zimbabwe)
Bernard HWATURA	Driver/Messenger (Zimbabwe)
Terence NGOSHI	Driver/Messenger (Zimbabwe)
Barry NYAMADZI	Driver/Messenger (Zimbabwe)
Rodreck GWIDIBA	Messenger (Zimbabwe)
Richard TAGUMA	Messenger (Zimbabwe)

## Annex. B.2: ACBF Staff Complement by Region &amp; Country

ACBF STAFF COMPLEMENT (AS OF 31 DECEMBER 2008)				
REGION	COUNTRY	No. of Staff	Professional	Support
1. West Africa	Benin	3	3	0
	Burkina Faso	1	1	0
	Cote d'Ivoire	3	3	0
	Ghana	4	4	0
	Guinea	1	1	0
	Mali	1	1	0
	Nigeria	4	4	0
	Senegal	3	2	1
	Togo	2	1	1
Total		22	20	2
2. Central Africa	D.R. Congo	1	1	0
	Burundi	2	2	0
	Cameroon	4	4	0
Total		7	7	0
3. East & Horn of Africa	Ethiopia	2	2	0
	Kenya	2	2	0
	Tanzania	1	1	0
	Uganda	3	3	0
Total		8	8	0
4. Southern Africa	Malawi	1	1	0
	Mozambique	1	1	0
	Zambia	3	3	0
	Zimbabwe	37	11	26
Total		42	16	26



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