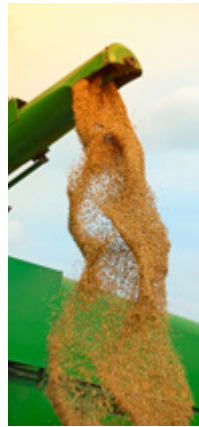


THE AFRICAN CAPACITY BUILDING FOUNDATION | FONDATION POUR LE RENFORCEMENT DES CAPACITES EN AFRIQUE

Securing Africa's Future through Capacity Development



The African Capacity Building Foundation Institutional Profile

Institutional Framework

The African Capacity Building Foundation (ACBF) was established in 1991 as an independent, non-profit international organization. The Foundation builds human and institutional capacity for good governance and economic development in Africa. To date the Foundation has empowered governments, parliaments, civic society, private sector and higher education institutions in more than 45 countries and 6 regional economic communities. ACBF supports capacity development through investments, technical support, knowledge generation and sharing across Africa. The major sponsors of the Foundation are African and non-African governments, the African Development Bank (AfDB), the United Nations Development Programme (UNDP) and the World Bank.

ACBF Membership

Sponsoring Agencies

Multilateral Partners



African Development Bank (AfDB)



United Nations Development Programme (UNDP)



World Bank

39 African Members

Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Côte d'Ivoire, Republic of Congo, Democratic Republic of Congo, Djibouti, Ethiopia, Gabon, Ghana, the Gambia, Guinea Bissau, Guinea, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Namibia, Niger, Nigeria, Rwanda, Sao Tomé and Príncipe, Senegal, Sierra Leone, Sudan, Swaziland, Tanzania, Togo, Uganda, Zambia and Zimbabwe.

The Republic of South Africa has made contribution to the current financing phase of ACBF but is not formally a member yet.

13 Bilateral Partners (Non-African Members)

Austria, Canada, Denmark, Finland, France, Greece, India, Ireland, The Netherlands, Norway, Sweden, United Kingdom, United States of America.

Japan contributed resources through a separate Trust Fund targeting human resource development.

Technical Partners



The African Union is an honorary member and strategic partner of the Foundation.



Australian Department of Foreign Affairs and Trade (DFAT)



African Evaluation Association



The Bill and Melinda Gates Foundation



The Chinese Academy for Agricultural Sciences (CAAS)



Microsoft



Agency of the New Partnership for Africa's Development (NEPAD)



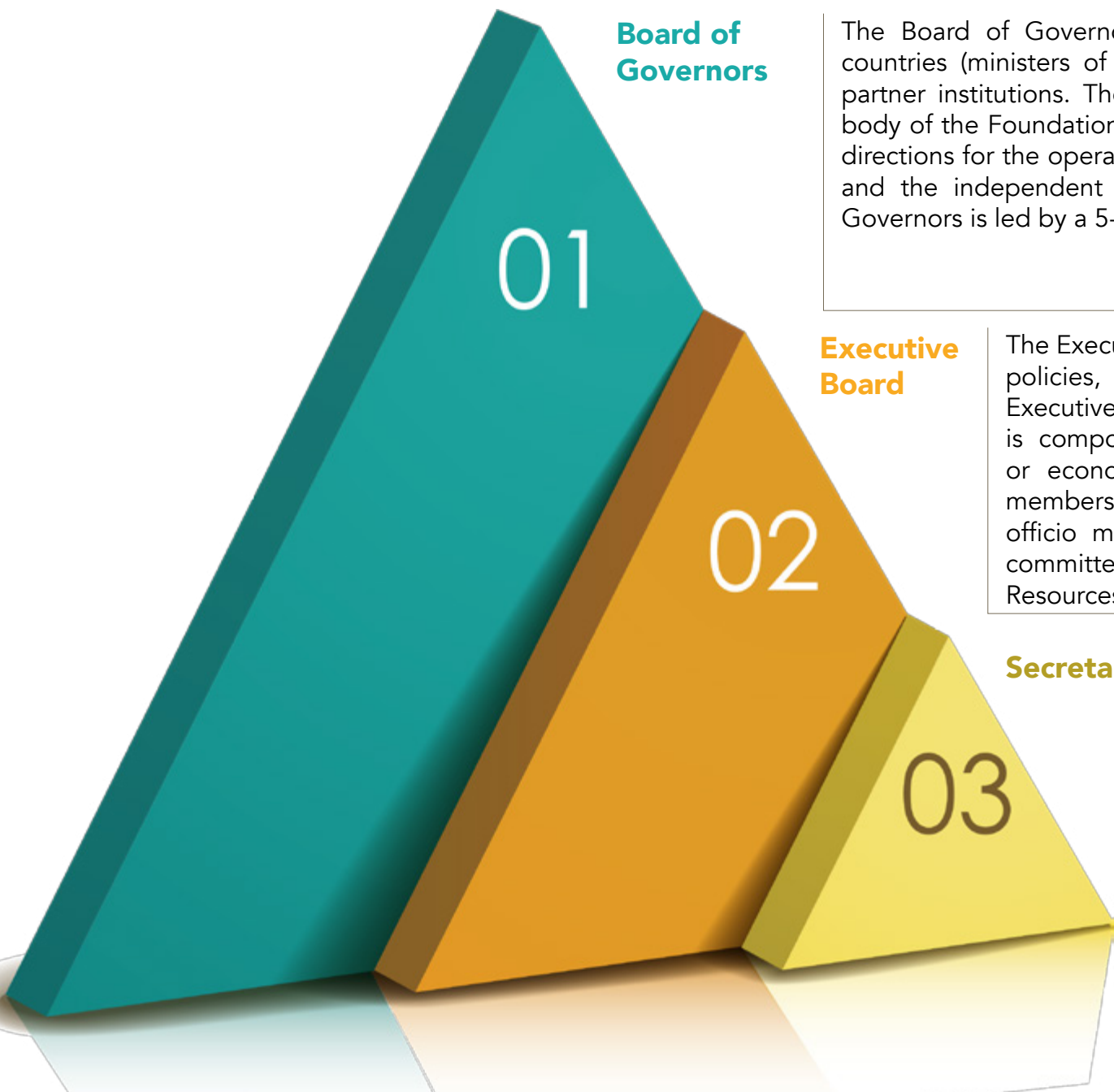
Rapid Results Institute (RRI)



United Nations Economic Commission for Africa

Governance Structure

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



Board of Governors

The Board of Governors comprises representatives of African member countries (ministers of finance, planning or economic development) and partner institutions. The Board of Governors is the highest policymaking body of the Foundation. Its main responsibilities include: setting the broad directions for the operations of the Foundation; appointing the chairperson and the independent members of the Executive Board. The Board of Governors is led by a 5-member bureau, which is elected annually.

Executive Board

The Executive Board is responsible for making the operational policies, guidelines and strategies of the Foundation. The Executive Board meets ordinarily four times a year and is composed of experts in the field of capacity building or economic development. The Executive Board has 12 members, including the Executive Secretary who is an ex-officio member. The Executive Board operates with three committees: Operations Committee, Finance and Human Resources Committee and Audit and Risk Committee.

Secretariat

The Secretariat administers the Foundation in accordance with the policies and guidelines set out by the Boards. The Secretariat is led by an Executive Secretary who serves a term of four years renewable only once.



Mandate and Operating Model

Mandate: The creation of ACBF was in response to the shortage of capacity in Africa and the need to invest in indigenous human capital and institutions to foster sustainable development. The Foundation was designed to serve as a coordinating mechanism for donor support to capacity building in Africa, through the pooling of resources and common governance and reporting system.

Approach to Capacity Building

ACBF's approach to capacity building is based on four (4) major principles:

- Centrality of capacity to the development process in Africa
- Critical role of a partnership and demand-driven approach in addressing the capacity problems.
- African ownership and leadership in the capacity building process.
- A systematic, sequenced and coordinated approach to the capacity building process.

ACBF implements its programs and projects using a combination of its internal competencies and the networks of implementing and technical partnerships as well as knowledge expertise that it has been able to build over the years.

Operating Model:

ACBF operates using two modalities:

(a) **Investment in capacity development through the provision of grants and technical support.**

Targets include government and non-state institutions at national and regional levels. Typical capacity development activities include a combination of research, training, institutional strengthening, policy dialogue and support to policy formulation and implementation. The initiatives supported by ACBF are either proposed by project promoters (governments and non-state actors) on a demand-driven basis or identified through a capacity needs assessment process.

(b) **Knowledge and learning activities:**

ACBF conducts research activities on emerging development issues and publishes results through its flagship publication, the Africa Capacity Report as well as occasional papers and books. The Foundation organizes high level forums bringing together decision-makers, development partners, researchers, academics and other development actors to discuss emerging capacity issues and make recommendations on how to address them.

(c) **Technical support and program management services.**



ACBF: Organizational Strength

1. **Twenty five years of experience in supporting and coordinating capacity development in Africa:** Over the past 25 years, ACBF has strengthened the capacity of a wide range of African stakeholders, in government, private sector and civil society, working diverse development partners (donors, implementing partners, other capacity building institutions). ACBF has coordinated institutional and human capacity building of a wide range of partners including think tanks, regional economic communities, training institutions, umbrella private sector organizations, government departments and civil society organizations. The lessons learnt from these engagements include: (i) the critical importance of institutional capacity for better program delivery and (ii) the need to graduate partnerships from mere provision of financial resources to more engaged

mechanisms on key development issues that are complementary to the capacity development initiative being facilitated. ACBF currently manages, through contract with the Australian Government, a Resource Facility of the Australia Africa Community Engagement Scheme (AACES), the largest Australian Government-funded CSO program in Africa and supports the implementation of the Foundation's tobacco control program in Africa. The experience acquired on this project will be useful for the support and strengthening of Gates implementing partners.

2. **An Africa-wide mandate and a unique understanding of the African context:** ACBF has an Africa-wide mandate and has supported capacity development in 45 African countries to date. The organization has a deep understanding of the African context and developed the necessary ability to unlock any bottlenecks that may arise to implementation of development projects. ACBF is

well positioned to support capacity improvement in any part of the continent. Through ACBF's integrated communication strategy, ACBF-supported institutions achieve maximum visibility through a strong network and media partnership across the continent, web presence and a range of strategic publications. ACBF-supported initiatives also benefit from the high level forums that ACBF organized every year as part of the annual meetings of the Board of Governors. ACBF's unique convening power ensures high level of attendance of government and non-state actors, development partners, researchers and academics at the events organized by the Foundation and its supported institutions.

3. **Expertise in Investment and Program Management:** Since its inception, ACBF has supported capacity development programs and projects in some 45 African countries. ACBF's support consists of investment for the co-financing of national and regional capacity building initiatives, technical support using the Organization's program management expertise and the sharing of knowledge and learning to help replicate best practices and achieve results. With the support of its partners (African and non-African countries, multilateral partner institutions) ACBF has committed more than USD 700 million to capacity building in Africa to date. ACBF implements a program management model that builds on partnership with national and regional capacity development institutions and includes support to program formulation and design, program appraisal, implementation support, monitoring and evaluation. Among ACBF's capacity building partners feature prominently a network of think tanks and policy institutes – most of which were established with ACBF's support – which conduct research and analysis to inform policy making process in Africa. A number of these think tanks are participating in the



Think Tank Initiative (TTI). ACBF has also successfully developed partnership with a network of universities and other tertiary education institutions across the African continent.

4. Strong track record in managing financial facilities and complex donor relationships ACBF has a proven experience in coordinating and managing financial facilities and complex donor relationships. ACBF's donors are drawn from African and non-African countries as well as multilateral development institutions. Currently, ACBF is coordinating a tobacco control partnership supported by the Bill and Melinda Gates Foundation, managing a contract with the Government of Australia to manage a Resource Facility for the Australia-Africa Capacity Engagement Scheme (AACES) and coordinating the implementation of the African Development Bank's operations in Zimbabwe.

5. An Exceptional Skills Mix of the Core Staff: ACBF has a solid staff profile, with a balanced staff skills mix that combines new talent in innovation, use of technology and social media to deliver change, with the experience of seasoned staff, especially in program management, monitoring and evaluation, knowledge and learning management. ACBF staff's multicultural diversity and its solid anchorage in Africa enable the Foundation to effectively interface with its development partners across the continent and internationally.

6. Reliability of Systems and processes: ACBF has a unique legal structure: it is an independent pan-African non-governmental international organization though with members who are drawn from governments and multilateral institutions. ACBF has a modern and three-tier governance structure including a Board of Governors, an Executive Board

and a Secretariat that ensures a clear direction and oversight of its operations. The Organization's critical business processes are automated and encompass an integrated financial reporting system capable of segmental and segregated reporting to cater for individual donor reporting requirements. The Foundation's annual financial reports are International Financial Reporting Standards (IFRS) compliant. ACBF has a fully-fledged Procurement Unit that can contract additional technical expertise required for the successful implementation of its programs. The program management system is complemented with a strong monitoring and evaluation (M&E) support that helps monitor and track outcomes at project and corporate levels.

7. Strong strategic partnerships and networks: Partnership is central to ACBF's work. In this regard, ACBF maintains strategic partnerships with pan African institutions such as the African Union, the African Development Bank and the NEPAD, as well as with regional economic communities (RECs) and a wide range of global partners including the World Bank, the United Nations Development Programme and the International Monetary Fund and the Islamic Development Bank.



ACBF in Africa's development agenda

The unique role of ACBF is recognized by the African Union in various resolutions including Resolution Ass/AU/3(l) Add.1 issued at the Durban Summit in 2002 where a Decade for Capacity Building in Africa was decided. In this Resolution, the Heads of State and Government of the African Union:

- "AGREE to demonstrate greater commitment to Capacity Building on the continent by pooling our resources and capacities, and allowing our people to take ownership of their development process;
- "FURTHER AGREE to promote the multilateral organizations, particularly those based in Africa, namely the African Capacity Building Foundation (ACBF) whose task is to strengthen and develop capacities on the Continent and
- "CALL ON the international community to respond positively to this Resolution by supporting financially and otherwise our Capacity Building efforts

How is the Foundation funded?

The African Capacity Building Foundation is mainly funded by its bilateral and multilateral Partners, though African Members' contribution is steadily growing. Contributions are made on the basis of 5-year strategic medium-term plans. Each African member country is expected to contribute a minimum of USD 100,000 per year to the Foundation. The contributions of African member countries is primarily allocated to the financing of the Foundation's operating costs which include project identification, development, implementation supervision and staff costs. This is to ensure that contributions made by Partners are entirely devoted to supporting capacity development initiatives across the African continent. Non-African partner countries or institutions are expected to contribute a minimum of USD 200,000 per year to the Foundation. Fortunately for the Foundation and for capacity development in Africa, their individual contributions have been higher than the requirement.

The heavy dependence on the World Bank also comes with conditions that the World Bank resources can be used only in a limited number of countries. As a result, a large number of African countries are no longer receiving the support of the Foundation or this support has to be drastically reduced.

Locations and Contact Information

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ANNEX: SELECTED SUCCESS STORIES



Providing Life-Changing Opportunities to Disadvantaged Women

For historical and cultural reasons, African women in general have had limited access to university education which curtailed their ability to get into leadership and decision-making positions. Through scholarships for economically disadvantaged women funded by the African Capacity Building Foundation (ACBF), 18 Zambian women were able to graduate in 2012 with bachelor's degrees in Sociology and Gender Studies from the Women's University in Africa (WUA) based in Harare, Zimbabwe.

Ms. Tamba Tambatamba is one of the beneficiaries whose life changed after receiving the scholarship. Orphaned at a young age, being awarded a degree opened the door for her to become a Site Coordinator for the Population Council.

"The WUA-ACBF scholarship was a very good thing as it helped me to get a degree in Sociology and Gender Development Studies which is beneficial in that I gained knowledge on issues that I never knew before. I now work for Population Council, an International NGO, as a Site Coordinator on a Project called Adolescent Girls Empowerment Program (AGEP)," says Ms. Tambatamba.

The Population Council and its partners have implemented a social, health, and economic asset-building program for vulnerable adolescent girls in Zambia. Ms. Tambatamba supervises mentors that teach rural girls health, financial education, reproductive health and basic life skills.

"I really appreciate all the assistance that I got as without the WUA-ACBF scholarship I would not be where I am today. My thanks also go to all the Lecturers and staff at the University," she adds. Ms. Tambatamba's story represents the life-changing experience these disadvantaged young women, which would not have been possible without ACBF's support.

The scholarships sponsored by ACBF were awarded in September 2009 under the WUA and the University of Zambia (UNZA) Memorandum of Understanding signed in July 2009. They covered fees, stipend and accommodation for the first semester of every year.

Every first semester of an academic year, students attended tuition at WUA and the second semesters were at UNZA through Open Distance Learning (ODL). Students catered for their own fees at the UNZA. The scholarship program ran from September 2009 to June 2012.

As a step towards transformative change in Africa, the ACBF is keen to support African women with a strong education to articulate and debate issues affecting their communities.

Building Fundraising Skills of Women's Rights Organisations in Africa

ACBF's support to the African Women's Development Fund (AWDF) has been critical in ensuring that African women's rights organizations remain viable, sustainable and effective in promoting women's development in Africa. ACBF's support has enabled AWDF to conduct an annual training camp that has over the last few years equipped low-income African women's rights organizations to build their fundraising skills, thereby contributing to the reversal of a trend that has seen many of them shut their doors, as donors have shifted their funding focus from women's rights work to other areas.

In 2012, the ACBF extended a four-year grant to the African Women's Development Fund (AWDF) to design an annual resource mobilization training boot camp to provide skills and knowledge on various aspects of fundraising with a view to improve grantees funding base to sustain women's right work on the continent. The training covered the following topics: Rationale for Resource Mobilisation Strategy, Resource Mobilisation environmental scan, Mapping Organisational Needs, Strategic Objectives, Strategic Focus, Guiding principles, Sources and targets, Critical Success Factors and Monitoring and Evaluation.

AWDF organized training boot camps in 2013 and 2014, which were each attended to by 42 organizations from different parts of Africa whose work on the ground was hindered by a lack of resources and limited fundraising capacity. Following training, all the organizations developed Resource Mobilization Strategy (RMS) documents, diversified their funding bases and secured more funding.

According to Heal the Land Initiative in Nigeria (HELIN), an organization working with people living with HIV/AIDS, prior to the boot camp training in 2014, "We did not have efficient skills to write a good proposal and know-how to approach partners. We wrote many proposals without any funding". From the boot camp, HELIN acquired skills to approach donors rather than wait for calls for proposal and to look for funding and resources within its community. HELIN has so far raised US\$100,000 for its activities in 2015 compared to \$10,000 raised for 2014.

The Foundation for Integrated Development (FID/SL) is another organization, which participated in the 2014 training boot camp. It supports its members through small-scale agricultural and other income generating activities. At the time of training, FID had neither a resource mobilization tool nor a vision that was shared by staff. FID therefore lacked clarity on where it should focus its fundraising efforts. The training enabled the organization to establish an RMS and enhanced staff understanding of the organization's mission, vision and focus. Before the training, FID's annual operating budget stood at \$55,502 and was, in addition to local contributors, mainly funded by three organizations— Manos Unidas, AWDF, Catholic Relief Services (CRS). The RMS training in 2014 enhanced FID's capacity to increase its operating budget to \$171,387 and diversify its funding sources to include UNDP and other organisations, and possibly Christian Aid.

Research has demonstrated that although women's empowerment remains central to sustainable development, funding for women's rights has steadily declined during the past 20 years as many donors are shifting funding focus elsewhere . In recognition of the critical role of women's empowerment in the achievement of the African Union Agenda 2063, the African Heads of States and government declared 2015 the "Year of women's empowerment and development towards Africa's Agenda 2063."



Strengthening Parliament for Good Governance and Accountability in Nigeria

The National Institute for Legislative Studies (NILS) is an organ of the Nigerian National Assembly established by an Act of Parliament. Created in 2011 NILS was built on the successes of the Policy Analysis and Research Project (PARP), established in 2003 as a capacity building institution of the National Assembly with the financial support of the African Capacity Building Foundation (ACBF). NILS aims to promote good governance and strengthen democratic processes, structures and institutions in Nigeria by:

- fostering and disseminating among legislators the practice of science- based methodologies of law-making
- providing legislators and officials with institutionalized opportunities for problem-oriented studies and systematic training in the various disciplines of legislative institutions, processes and procedures;
- improving capacity of legislators to sustain and consolidate democratic governance through deliberation and policy formulation; and
- improving the technical capacity of legislative staff, committee secretaries and political aides to process appropriation bills and policy oversight of the executive.

For over 7 years, PARP helped to strengthen the capacities of legislators and ensure that the positions and proposals advanced by the National Assembly are informed by requisite research and analytical support. PARP's two-phase program supported by ACBF has assisted legislators in drafting and sponsoring bills on topical policy issues and also assisted the National Assembly in tracking the progression of bills. In so doing, PARP collates the Acts enacted and Bills presented on the floors of the two Chambers of the Assembly. The Bills are then digitalized and uploaded onto the National Assembly website. During Phase I of the Project, 725 Bills were tracked.

To enhance the capacity of legislators to contribute positively to debates on issues of national importance on the floors of the two Chambers, PARP analyzes new government policy actions and shares the outcomes with them. PARP also conducts research and studies on topical and relevant national issues, which are then used to enhance the capacity of legislators and their staff and guarantee their effective and efficient performance. The Project has also conducted various workshops on legislative development and process, budget process, communication and information management and ICT skills acquisition and enhancement. An assessment of these programs revealed that the attitudes and behavior of over 98 percent of beneficiaries has changed, and performance improved.

Peace brokering in Ghana through the adoption of the Kumasi Declaration

During the period just before the 2012 presidential elections, the threat of widespread political violence which could mar free and fair elections and rule of law loomed large. To mitigate this risk, the Institute for Democratic Governance (IDEG) convened a high level meeting on 27 November 2012—the first of its kind in Ghana. This meeting was attended by institutions of State, traditional authority and civil society organizations and it successfully adopted the Kumasi Declaration, popularly called the ‘Peace Pact’.

In the Declaration, the presidential candidates collectively took a stand against “electoral violence, impunity and injustice” and jointly committed themselves to the maintenance of the rule-of-law in the country.

The Declaration was signed by all 8 Presidential candidates and each candidate was presented a copy of the revised edition of the Election Dispute Adjudication Manual (2012) which directed all election disputes to the Courts for a prompt resolution. Over 4,000 people attended the meeting, including high profile dignitaries’ civil society organizations, youth groups, women’s organizations, religious bodies, professional associations and the media. The event was broadcast live by the Ghana Television (GTV) and its syndicates in other regions and received extensive coverage in the electronic and print media.

The Kumasi Declaration became the first-ever political instrument employed in the management of potentially violent multiparty elections in Ghana.

In the days leading to the 7 December 2012 elections and after, civic groups and the media used the Declaration to steer politicians towards peaceful options for solving election disputes. The Declaration also encouraged both the opposition and the governing parties to resort to the Supreme Court, rather than the streets, in their dispute over the validity of the results of the presidential elections, published on 9 December 2012.

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

IDEG’s Capacity Building Project (IDEG-CAP II) is funded by ACBF to strengthen interface mechanisms established under IDEG-CAP I between the State and non-state actors, contribute to the consolidation of democratic governance, accelerate poverty reduction, increase growth and sustainable development in the country through strong ties of cooperation, networking and strategic partnership. Through core funding, ACBF provides the institutional support that enables IDEG to undertake projects. In recognition of its work in promoting peace and democracy IDEG received the Martin Luther King Award from the US Embassy in Ghana. It is doubtful that this achievement would have been possible without ACBF’s continued support to IDEG.