

ACBF approaches Capacity Building in a holistic way and uses the following competency areas as entry points:-

### **Approach to Capacity Building**

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

### **Economic Policy Analysis and Management**

Economic policy analysis and management is the largest ACBF core competency area of intervention. Since the establishment of the Foundation in 1991, the first generation of ACBF-supported interventions have lent support to policy research centers and economic policy management training programs.

Economic Policy Management (EPM) training programs are now established in seven universities across the continent, namely Cameroon, Cote D' Ivoire, Democratic Republic of Congo, Ghana, Mozambique, Uganda and Zambia. In 2009, the EPM programs at the University of Lusaka, Zambia and University of Eduardo Mondlane, Mozambique admitted their first intake of students who have successfully completed their course-work and are expected to graduate in 2010. In 2009, the EPM program at Makerere completed the installation of video conferencing equipment and conference facilities to accommodate 60 people. It is expected to be functional in 2010, and will be utilized for the exchange of lectures by professors from other EPM programs.

The EPM - Makerere website was also upgraded, with dynamic features such as blogging and online applications to allow for increased interaction amongst the students and lecturers through e-learning. The third and fourth intakes for the years 2008/09 and 2009/10 admitted a total of 102 students, of whom 60 were sponsored by the ACBF Grant facility. The program has been able to attract students from post-conflict countries such as Liberia, Rwanda, Somalia, Sudan, and Sierra Leone. Over the last two years, the program has also attracted self sponsoring students comprising between 18 -33 % of the enrolling class.

In April 2009, EPM-Makerere facilitated the launch of an Economic Policy Management African Network workshop, which was organized by Economic Policy Management institutions in conjunction with ACBF and the World Bank Institute (WBI). This workshop brought together all seven ongoing EPM programs. As a result of this workshop, five EPM IT specialists have undergone training to enable them to support the on-line distance learning component of the EPM Program.

The International Development Research Centre (IDRC), the William and Flora Hewlett Foundation and the Bill and Melinda Gates Foundation launched the Think Tank Initiative (TTI) in 2009, with the aim of supporting independent policy centers to undertake research. After a review of over 300 institutions, 24 institutions in East and West Africa were awarded the TTI Grant, totaling US\$ 30 million. Of these, seven were ACBF supported institutions, where ACBF had played a key role in their establishment.

These are:

- Ethiopian Development Research Institute (EDRI);
- Ethiopian Economic Association/Ethiopian Economic Policy Research Institute (EEA/EEPRI);
- Institute of Policy Analysis and Research - Kenya (IPAR-Kenya);
- Kenya Institute for Public Policy Research and Analysis (KIPPRA);
- Institute of Policy Analysis And Research - Rwanda (IPARRwanda);
- Economic and Social Research Foundation (ESRF- Tanzania); and
- Economic Policy Research Centre (EPRC- Uganda).

Throughout 2009, ACBF policy centers continued to contribute to the policy-making process in their countries. For instance, EDRI's research recommendations were instrumental in the establishment of the Ethiopian Commodity Exchange and Ethiopia's accession to the World Trade Organization (WTO). The Centre for Policy Analysis (CEPA) was appointed to chair the Advisory Committee on Agricultural Statistics in Ghana, in addition to being a member of the Steering Committee on Agricultural Census. These collaborative efforts have led to a marked improvement in both the quality and availability of agricultural statistics for policy research and a more accurate assessment of agriculture production in determining Ghana's gross domestic product (GDP). The Botswana Institute for Development Policy Analysis (BIDPA) produced Botswana's Performance Report for the Vision 2016 goals and conducted two major studies, one on Agricultural Infrastructure Development Initiative Implementation Strategy and the other an Agricultural Sector Policy Review.

ACBF's Operations Monitoring and Evaluation Department (OED) launched an independent evaluation of key policy units including Centre d'Analyse des Politiques Economique et Sociales (CAPES) and KIPPRA. The evaluation confirmed that CAPES has evolved into a leading institution in Burkina Faso, playing a key role in terms of capacity building in the formulation, implementation and monitoring of government policies. The evaluation revealed that the most relevant needs and priorities in Burkina Faso are poverty reduction, capacity development and regional integration. The report also rated CAPES' effectiveness on the basis of its successful delivery of high quality research output; the successful establishment of a core group of qualified researchers; the successful establishment of a network of researchers; the high demand for services, good oversight and ownership by the Government of Burkina Faso.

The KIPPRA evaluation report showed that its research and capacity building programs remain relevant for Kenya's national development strategy in that they have maintained close interactions with various government ministries and other public agencies, and also with broader stakeholders in the private sector and civil society. Amongst other factors, the relevance of KIPPRA comes from the fact that its beneficiaries are clearly identified and targeted throughout the project's implementation. The primary beneficiaries are policymakers in key government institutions who need to intervene in policy-making at the policy initiation stage. KIPPRA has been involved in the initiation and/or development of public policy documents such as the Economic Recovery Strategy (ERS) 2003 – 2007, Vision 2030 and the Treasury Macroeconomic Model.

### **Financial Management and Accountability**

The Macroeconomic and Financial Management Institute (MEFMI), a regional institute domiciled in Zimbabwe, is regarded as an important body by its client institutions. Its activities are rated as relevant, although there is room for expansion and shifting of the institution's capacity building focus into more country specific training in order to better respond to the growing and complex needs faced by MEFMI countries' members.

MEFMI's reported impact in relation to its activities is cumulative, reflecting its institutional growth. Some of the reported outcomes during 2007-2009 are the improved analytical capacity in broad macroeconomic analysis by officials in the Ministries of Finance, Ministries of Planning and Central Banks' Research/Economic/Policy Units. Achievements were also reported in the improved capacity in financial programming and macroeconomic policy design in most member countries (Kenya, Tanzania, Uganda, Botswana and Namibia); the production of country status reports on modeling capabilities in nine member countries; the improved quality and analysis of Balance of Payments, International Investment Position, Standard National Accounts, Government Finance Statistics and Foreign Private Capital and sound public policy decision-making in Zimbabwe and Namibia, through assistance and advice.

### **Public Administration and Management**

Interventions in the area of public administration and management contributed to improvements in public sector management. The Namibian Performance Management System Project (NPMSP) expanded the scope of the NPMSP Secretariat through the elevation of the project to a Program Management Unit within the Office of the Prime Minister and thus potentially increasing its mandate to coordinate and facilitate major decision-making and implementation processes.

NPMSP also completed the roll-out of the Performance Management System in six pilot government offices, ministries and agencies (OMAs). This led to Permanent Secretaries in the six pilot OMAs signing the Performance Agreements.

The Ghana Institute of Management and Public Administration (GIMPA), which offers training in public administration and management, entered into partnership with the African Women's Development Fund (AWDF) in Accra and a US-based organization, Resource Alliance, to strengthen civil society organizations. GIMPA established a 20 day certificate course in resource mobilization and management and administration for non-profit organizations. This is part of an overall attempt to professionalize the non-profit sector in Africa through the provision of recognized qualifications in response to sector specific training needs. This has been an exciting initiative, in which Grantees have reported a shift in their management, resource mobilization and administration practices with significantly improved results.

### **National Statistics and Statistical Systems**

Capacity building interventions in statistics such as the support given to the Zimbabwe National Statistical System (ZIMSTAT) project have made a significant contribution in this area. In July 2009, H.E. President of Zimbabwe, Robert Gabriel Mugabe signed the Census and Statistics Act, which gave birth to the Zimbabwe National Statistics Agency (ZIMSTAT). This is one of the key milestones of the ZIMSTAT project, which will in the long term contribute to entrenching the Census and Statistics Act and transforming the Central Statistics Office (CSO) in Zimbabwe into a semi-autonomous statistics agency, thereby raising its profile. ZIMSTAT committed to the development of a statistical audit of key National Statistical System (NSS) stakeholders, in order to update basic data and parameters required to feed into the completion and costing exercise of the National Strategy for Development of Statistics (NSDS). The project also embarked on selected advocacy and coordination activities within the NSS, including hosting the African Statistics Day, 2009. Another significant achievement has been the support for the training of CSO and other NSS staff. Fourteen students from Zimbabwe are currently being trained at Makerere University (Bachelor's Degree in Statistics) and at the Eastern Africa Statistical Training Centre in Dar-es Salaam (Diploma in Statistics).

### **Professionalization of the Voices of the Private Sector and Civil Society**

Until June 2009 Zambia had no policy on small and medium enterprises (SMEs). With ACBF financial support, the Zambia Chamber of Small and Medium Business Associations (ZCSMBA) has managed to lobby the Government of the Republic of Zambia (GRZ) to spell out a concrete policy on SMEs. The SME policy was approved and adopted by the government on 5th June 2009.

The ZCSMBA has so far been able to successfully lead the lobbying for a reduction in the license and permit fees charged to its members and other SMEs. In March 2009, the Lusaka City Council increased the cost of licenses, permits and other charges in some cases by as much as 200%. Through lobbying and advocacy, ZCSMBA and its members campaigned for the reduction of these fees through the Ministry of Commerce, Trade and Industry (MCTI), the Ministry of Local Government and the Ministry of Finance. Six weeks later, the MCTI issued a Statutory Instrument significantly reducing the fees, and in some cases totally eliminating the costs of certain licenses, permits and other charges.

2009 also registered a number of noteworthy outcomes in gender related issues. ACBF's women's empowerment projects found themselves operating in an environment where the global financial crisis had a profound impact on women's lives and resources. One result was that support for women's organizations was deeply impacted. On International Women's Day (March 8th), the African Women's Development Fund, (AWDF) assembled women leaders from around the world for the International Colloquium for Women's Empowerment, Leadership Development, International Peace and Security, in Monrovia, Liberia. This colloquium, conceptualized in 2006 during the inauguration of Africa's first female President, Madam Ellen Johnson Sirleaf, brought together 400 international participants and 400 Liberian national participants. These included female leaders, in their capacities as government ministers, CEOs, organizational presidents, executive directors, NGO and community leaders.

The conference, co-convened by President Johnson Sirleaf and President Tarja Halonen of Finland, aimed to create an environment for women and their champions around the world to discuss, learn, demonstrate and act on the benefits and lessons learned from women in leadership.

Projet d'Appui au Centre National des Organisations de Femmes du Gabon (CENAF-Gabon) undertook an inventory of micro-finance organizations in which several women received training on agricultural techniques.

They were given the opportunity to practice these techniques in a pilot farm supported by the CENAF project. CENAF has become a regular partner of the Ministry of Women's Affairs in the formulation of policies towards the promotion of women in Gabon.

ACBF's support for Projet de Renforcement des Capacités de la Société Civile dans la Prévention et la Gestion des Conflits en Afrique Central (PREGESCO) seeks to strengthen the capacity of civil society organizations to actively partner with governments and regional and international organizations in the process of conflict prevention and management. The launch of the project's website in January 2009 provides a wide range of information pertinent to civil society's lobbying and advocacy activities. Through the PREGESCO network, a platform for experience-sharing in conflict prevention and management is now available for use by civil society organizations. The project is increasingly associated with the Economic Community of Central African States (ECCAS) on addressing conflict issues in the region. In July and August 2009, PREGESCO was invited to attend to the presidential elections in the Republic of Congo and in Gabon as observers.

**National Parliaments and Parliamentary Institutions**

Cellule d'Analyse des Politiques de Développement de l'Assemblée Nationale (CAPAN) in Benin has made good progress on gender issues, with CAPAN supporting a network of women parliamentarians. CAPAN has also been able to innovate and to offer new products, adapted to parliamentarian needs. Other parliaments in West Africa, such as Togo and Mali have requested CAPAN's assistance in strengthening the analytical function of their institution. CAPAN has provided assistance to the parliament of Mali. Togo's parliament also conducted a benchmarking mission to CAPAN