



THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITES EN AFRIQUE

ACBF's cooperation with **Uganda**



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LIST OF ACRONYMS

ACBF	African Capacity Building Foundation
ACR	Africa Capacity Report
CPIA	Country Policy and Institutional Assessment
PSMT	Public Sector Management Training
SMTP	Medium Term Strategic Plan
USD	United States Dollars

ACBF STRATEGIC PLANNING	
PHASE 1	1991-1997
PHASE 2	1998-2001
SMTP 1	2002-2006
SMTP2	2007-2011
SMTP3	2012-2016
ACBF STRATEGY	2017-2022
ACBF STRATEGIC PLAN	2023-2027

INTRODUCTION

The relationship between the African Capacity Building Foundation and the Republic of Uganda dates back from 1992 when the former provided a grant to finance capacity development activities at the Economic Policy centre, to promote policy formulation and implementation. The Republic of Uganda then officialized the partnership and became a member of the African Capacity Building Foundation (ACBF) in 1998. Since then, the partnership between the Foundation and the Government of Uganda has grown from strength to strength. To date, the country has been a shareholder and member of the African Capacity Building Foundation for 22 years. The country is represented by its Minister of Finance, Planning and Economic Development in the ACBF Board of Governors.

ACBF'S INVESTMENTS IN UGANDA

The Foundation's investment in Uganda, has to date, reached about US\$ 20.65 million. ACBF is proud to have supported human and institutional development in the country. The Foundation has supported national projects in Uganda which benefitted the Local Government Finance Commission; Parliament of Uganda; Economic Policy Research Centre; Private Sector Foundation Uganda; Accountant General's Office; National Planning Authority; Ministry of Public Service; Uganda Bureau of Statistics; Uganda Management Institute; Inspectorate of Government; Ministry of Finance, Planning and Economic Development, and the Uganda National NGO Forum, to mention just a few.

Of the amount invested in Uganda by ACBF, about US\$11.85 million has gone to regional programs and projects implemented in Uganda, from which institutions like the University of Makerere have benefitted.

Table 1: ACBF projects in Uganda (USD)

NATIONAL PROJECTS/PROGRAMS	PHASES	INVESTMENTS
Development of Appropriate Techniques for Large Scale Utilization	SMTP III	94,600
Economic Policy Research Centre	Phase I	1,412,911
Economic Policy Research Centre II	Phase II	1,971,373
Economic Policy Research Centre III	SMTP I	1,728,856
Economic Policy Research Centre IV	SMTP III	1,171,430
Kabale Municipality Development Foundation (KMDF)	SMTP III	98,308
Senarec Uganda	SMTP I	31,664
Uganda Country Capacity Building Program (UCCBP)	SMTP I	2,111,358
Economic Policy Research Centre (Tobacco Control Think Tank Research	ACBF Strategy (2017-2022)	9,740
The Parliamentary Forum on Non-Communicable Diseases (PFNCD)	ACBF Strategy (2017-2022)	59,888
PFNCD	ACBF Strategy 2017 - 2022	29,242
Center For Tobacco Control in Africa CTCA Phase II	ACBF Strategy (2017-2022)	118,271

Total National Programs		8,837,641
REGIONAL PROJECTS/PROGRAMS	PHASES	INVESTMENTS
Economic Policy Management Phase I	Phase II	1,954,466
Economic Policy Management Phase II	SMTP I	1,893,876
Economic Policy Management Phase III	SMTP I	2,475,752
Economic Policy Management Makerere Phase IV	SMTP III	2,318,271
Center for Tobacco Control Africa (CTCA) - Phase 1	ACBF Strategy (2017-2019)	2,831,258
Center for Tobacco Control Africa (CTCA) - Phase 2	ACBF Strategy (2017-2019)	3,284,867
CTCA Regional	ACBF Strategy (2017-2022)	14,000
Total Regional Programs		14,772,490
GRAND TOTAL		23,610,131

With this support from ACBF, the institutes have become more valuable and are playing significant roles in the country's development agenda.

The Foundation has also conducted several research studies to inform policy formulation and implementation in Uganda. Some of the knowledge products prepared for Uganda are detailed in Annex 1.

UGANDA'S CONTRIBUTION TO ACBF

The Foundation has benefitted immensely from the African and global political influence of the Republic of Uganda. The country has since 1998 made a cumulative financial contribution of US\$1.09 million to ACBF.

With the support of the Government of Uganda, ACBF has been able to leverage resources from the international community to support capacity development across Africa and to achieve significant results in support of the continent's development process. Notably, ACBF has been catalyzing change in Africa by investing in capacity development initiatives in the public and private sectors and in civil society organizations; providing technical assistance in implementation of capacity development interventions; generating, managing and sharing knowledge on best practices in capacity building and development management.

The Foundation has strengthened public policy across Africa, produced highly skilled public sector economists and managers, strengthened institutions of financial accountability and enhanced the effectiveness of non-state actors. ACBF has also supported the creation of platforms for dialogue on, and coordination in capacity development, supported improvements in trade and regional integration, empowered women and strengthened parliaments.

Table 2: Uganda's Contributions to ACBF (USD)

FINANCING PHASE	PLEDGE	PAYMENTS	OUTSTANDING
Phase I (1991-1997)	-	-	-
Phase II (1998-2001)	250,000	330,000	(80,000)
SMTP I (2002-2006)	-	-	-
SMTP II (2007-2011)	250,000	238,000	12,000
SMTP III (2012-2016)	600,000	586,558	81,442.16
ACBF STRATEGY 2017-2022	-	-	-
TOTAL	1,100,000.	1,086,557.84	13,442.16

Table 3: Current ACBF-Supported projects in Uganda (2023)

PROJECT NAME	PROJECT DETAILS
African-Finnish Partnerships on Taxation Capacity in Africa	The aim is to strengthen the capacity of selected African governments and pan-African organizations to increase Domestic Resource Mobilization (DRM) through informed policy-making and effective tax administration
African Union Transformative Climate Finance program	The projects aim at addressing the capacity gaps in climate change adaptation in Africa. Key activities include a Scoping and mapping of green growth landscape in Africa, conducting of a Capacity Needs Assessment and Development of a Capacity Development Program.

ANNEX 1: SELECTED ACBF KNOWLEDGE PRODUCTS AND SERVICES BENEFITING UGANDA**ACBF SUPPORT TO UGANDA- PROJECT DETAILS**

Project Name	Key objectives/Focus
Economic Policy Research Centre (EPRC)	To Consolidate EPRC's contribution to the policy formulation and development process through conducting and disseminating high quality applied economic research and policy analysis; To Provide technical support to government and other stakeholders in the policy making, implementation and monitoring process; and To strengthen EPRC's institutional capacity to conduct policy oriented economic research, policy analysis and capacity building programs.
Uganda Country Capacity Building Program (UCCBP)	To strengthen the linkage between planning, policy analysis, and formulation and the skilled. To train and groom the manpower required to implement public expenditure management and accountability in the country; To strengthen accountability institutions, and Parliamentary oversight of the executive functions in public finances and To enhance institutional and human capacity of civil society and private sector organizations.

Table A: Selected knowledge products to support AU agenda, policy and development programs

Year	Type of Knowledge Products	Title/Theme	Coverage for Uganda
2019	Africa Capacity Report 2019	Fostering Transformative Leadership for Africa's Development	Uganda country Capacity Profile & Compendium of Statistics
2018	Strategic Studies	African Financial Governance Outlook: Effective Public Financial Management for Sustainable Development	Case study on Uganda
2018	Compendium case studies	Compendium of case studies on agriculture and food security in Africa	Case study on Uganda
2017	Africa Capacity Report 2017	Building Capacity in Science, Technology and Innovation for Africa's Transformation	Uganda country Capacity Profile & Compendium of Statistics
2017	Occasional Papers	The Challenges of Knowledge Harvesting and the Promotion of Sustainable Development for the Achievement of the MDGs in Africa	Case study on Uganda
2016	Occasional Papers	The Challenge of African Youth Unemployment	Case study on Uganda
2015	Africa Capacity Report 2015	Capacity Imperatives for Domestic Resource Mobilization in Africa	Uganda country Capacity Profile & Compendium of Statistics
2014	Africa Capacity Report 2014	Capacity Imperatives for Regional Integration in Africa.	Uganda country Capacity Profile & Compendium of Statistics
2013	Africa Capacity Report 2013	Capacity Development for Natural Resource Management	Uganda country Capacity Profile & Compendium of Statistics
2012	Africa Capacity Report 2012	Capacity Development for Agricultural Transformation and Food Security	Uganda country Capacity Profile & Compendium of Statistics
2011	Africa Capacity Report 2011	Capacity Development in Fragile States	Uganda country Capacity Profile & Compendium of Statistics

Table B: Selected knowledge sharing events and networking to support AU agenda, policy and development programs from which Uganda has benefitted.

Year	Knowledge Event	Title/Theme	Coverage for Uganda	Date and Venue
2019	2019 Africa Think Tank Summit	Tackling Implementation Challenges for Africa's Sustainable Development	4 participants sponsored to attend (EPRC, Office of the Prime Minister, ACODE and ASLC)	24 - 26 April, Nairobi, Kenya
2017	2019 Africa Capacity Report data collectors' training workshop	Fostering Transformative Leadership for Africa's Development	1 data expert hired and sponsored to participate in data collection training workshop	29 May to 1 June Harare, Zimbabwe
2017	AfCoP Natural Resources Management for Results Knowledge and Learning Workshop	Natural Resources Management for Results	1 from CoP Uganda sponsored to attend	27 - 29 April, Arusha, Tanzania

Year	Knowledge Event	Title/Theme	Coverage for Uganda	Date and Venue
2017	2017 Africa Think Tank Summit	African Think Tanks and Industrialization in Africa	1 participant from the Economic Policy Research Centre (EPRC) sponsored to attend	6 - 8 April Abidjan, Cote d'Ivoire
2016	African Governance Outlook (AGO) Validation Workshop of the Draft Workshop	Validation of Country studies on Governance	1 country team leader and 1 member (consultants) hired for study and sponsored to participate in Validation workshop	3 – 4 November, Addis Ababa, Ethiopia
2016	COMESA Knowledge Sharing Meeting list of participants	AfCoP COMESA knowledge sharing	3 participants sponsored to attend: 1 member of the Uganda CoP, 1 participant from the Office of the Prime Minister 1 participant from East Africa Community Regional Cooperation	22-23 September Lilongwe, Malawi
2016	2016 AfCoP Annual Forum	Mobilizing Domestic Resources for Africa's Transformation	6 participants from Uganda sponsored to attend: 1 Member of the High Level Panel on Illicit Financial Flows from Africa; 2 participant from the Office of the Prime Minister; 1 participant from the Uganda National NGO Forum, 1 participant from the Uganda Revenue Authority, 1 participant from the AfCoP Youth for Results Network	13 - 15 July Nairobi, Kenya
2016	3rd Capacity Development Forum and the 25th Anniversary Celebrations for the African Capacity Building Foundation	Developing Capacity for Africa's Economic and Social Transformation	1 participant from Global Forum for the Public Sector sponsored to attend	3 – 5 May Harare, Zimbabwe
2016	2016 Africa Think Tank Summit	Creating a Sustainable Future for African Think Tanks in Support of SDGs and Agenda 2063	1 participant from Advocates Coalition for Development and Environment (ACODE) sponsored to attend	8 - 10 April, Victoria Falls Zimbabwe
2015	2017 Africa Capacity Report data collectors' training workshop	Building Capacity in Science, Technology and Innovation for Africa's Transformation	1 data expert hired and sponsored to participate in data collection training workshop	16–19 November Harare, Zimbabwe

Year	Knowledge Event	Title/Theme	Coverage for Uganda	Date and Venue
2015	5th Policy Institutes Committee Meeting	Knowledge and Experience Sharing for Effective Capacity Building in Africa	1 participant from EPRC sponsored to attend	22-23 October Kigali, Rwanda
2015	Board of Governors' meetings	Domestic Resource Mobilization	1 from Economic Policy Research Centre (EPRC) sponsored to attend	2 – 4 September, Addis Ababa, Ethiopia
2015	2015 Africa Think Tank Summit	The Rise of Africa's Think Tanks – Practical Solutions to Practical Problems	1 participant from EPRC sponsored to attend	7 – 8 April Addis Ababa, Ethiopia
2015	4th Policy Institutes Committee Meeting	ACBF's Policy Institutes Committee and its Contribution to Policy Direction in Africa	1 participant from EPRC sponsored to attend	9 April Addis Ababa, Ethiopia
2014	3rd Policy Institutes Committee Meeting	"Toward Africa's Sustainable Development: Role of ACBF's Policy Institutes Committee".	1 participant from EPRC sponsored to attend	24 – 25 October, 2014 in Mbabane, Swaziland
2014	2015 Africa Capacity Report data collectors' training workshop	Capacity Imperatives for Domestic Resource Mobilization in Africa	1 data expert hired and sponsored to participate in data collection training workshop	17 – 21 October, Harare, Zimbabwe
2014	2nd Policy Institutes Committee Forum	"ACBF's Policy Institutes Committee (PIC) - Rethinking Capacity Development Solutions in Africa	1 participant from EPRC sponsored to attend	25 - 26 April, Nouakchott, Mauritania
2014	2014 Africa Capacity Report data collectors training workshop	Capacity Imperatives for Regional Integration in Africa	1 data expert hired and sponsored to participate in data collection training workshop	12–15 February, Harare, Zimbabwe
2013	2013 Africa Capacity Report data collectors Training	Capacity Development for Natural Resources Management	1 data expert hired and sponsored to participate in data collection training workshop	8 – 11 October, Harare, Zimbabwe
2013	2014 Country Policy and Institutional Assessment (CPIA)	2014 CPIA training and national launch of the ACR	1 participant from EPRC sponsored to attend	24-27 September

Year	Knowledge Event	Title/Theme	Coverage for Uganda	Date and Venue
	workshop, and national launch of 2013 Africa Capacity Report			Bujumbura, Burundi
2013	Africa Capacity Report (ACR) 2013 launch	Capacity Development for Natural Resources Management	1 participant from EPRC sponsored to attend	22 March Accra, Ghana
2012	2013 Country Policy and Institutional Assessment (CPIA) Workshop	CPIA training	1 participant from EPRC sponsored to attend	28-30 June Yaounde, Cameroon,
2011	2012 Africa Capacity Report data collectors' training workshop	Capacity Development for Agricultural Transformation and Food Security	1 data expert hired and sponsored to participate in data collection training workshop	13 – 18 June, Harare, Zimbabwe
2011	7th Annual Meeting of ACBF Technical Advisory Panels & Networks (TAP-NETs)	Bi-lateral Aid, Governance and Africa's Development Agenda – Implications for BUSAN 2011	1 participant from civil society sponsored to attend	21-22 November Yaoundé, Cameroon
2010	2nd Gender Budgeting Dissemination Workshop	Gender Budgeting	1 participant from Forum for Women in Democracy (FOWODE) sponsored to attend	22–24 November Addis Ababa, Ethiopia
2010	2011 Africa Capacity Report data collection training workshop	Capacity building in Fragile states	1 data expert hired and sponsored to attend training workshop	13 – 16 July 2010 Harare, Zimbabwe

ANNEX 2: SUCCESS STORIES

ACBF sustained the Economic Policy Management skills building and Policy Research activities in Uganda and beyond

Through its steady and predictable funding to the four phases of the Economic Policy Management (EPM) Project and the Economic Policy Research Center (EPRC) Project, the African Capacity Building Foundation (ACBF) was able to sustain the training in Economic Policy Management and Policy Research activities in Uganda and beyond. Both projects are hosted at the Makerere University.

The EPM program focused on improving efficiency of the public sector in the Eastern, Central and Southern African countries by;

- (i) Strengthening the institutional and human capacity of the Makerere University to offer a graduate-level program in Economic Policy Management;
- (ii) Training a critical mass of relevant mid-level officers in Economic Policy Management as well as equipping them with the required professional skills and attitudes.

The project funding covered the years 2000 to 2017. On the other hand, the EPRC was aimed at fostering sustainable growth and development of the Ugandan economy by advancing the role of research in policy formulation and development processes, as well as strengthening capacity for policy analysis, design and management in Uganda. The project started in 1993 and ended in 2014.

The Economic Policy Management [EPM] Program (2000 – 2017).

The EPM program was offered by the College of Business and Management Sciences (CoBAMS) and has contributed towards the development of human resources capacity that have displayed ability to respond to policy analysis, design and management needs of the East, Central and Southern African region.

Thanks to the financial and technical support from ACBF, CoBAMS now has more and better trained professionals than before; improved collaboration between students and lecturers and other institutions that are implementing a similar program in different regions due to technological enhancement. The ACBF grant has enabled the institution to fully equip its computer laboratories and its library as well as critical equipment needed for learning.

A total of 501 Masters students were trained. Half of this number (250) were Ugandans and the other half came from other countries (15.97 % were Kenyans, 9.98 % were Tanzanians; 5.59 % were Ethiopians; 2.20 % were Zambians; 8.98 % were Rwandese; 1.20 % were Sierra Leoneans; 0.80 % were Malawians; 3.79 % were Liberians, 0.20 % were Basotho; 0.64 % Sudanese; 0.20 % were from Burundi; and 0.40 % from Somalia).

A tracer study conducted on the Program revealed that the largest number of graduates who completed the EPM Makerere program have registered tremendous success in their career lives. While a significant number of the graduates who were contacted (48 percent) landed jobs right after graduation, many of them have been promoted and assumed managerial positions. In Uganda alone, many of the graduates are holding important policy making positions in their various agencies, especially the Ministry of Finance, National Planning Authority, Bank of Uganda, etc. At Makerere University itself, the Director of Planning for the University is a graduate of the EPM Makerere program.

The Economic Policy Research Centre [EPRC] (1993 – 2014)

The EPRC has contributed significantly to the economic advancement of Uganda by undertaking policy research and analysis on various economic issues, publishing and distributing its research outputs to its stakeholders, organizing various fora and providing capacity building support to government officials over the past years.

In the context of Uganda's vibrant political and economic environment, EPRC has made significant contributions to national and regional development processes by effectively advancing the role of research and critical analysis in public policy dialogue, formulation, implementation, monitoring and evaluation.

Because of its autonomous status and being a not-for-profit organization, the Centre has established itself as a reputable provider of analytical support to government, private, civic and donor institutions. As a result, EPRC is a respected member of several organs and working groups that are responsible for debating and writing Uganda's public policy documents such as the Poverty Eradication Action Plan and Plan for Modernization of Agriculture; the blueprints for Uganda's development.

An example of independent recognition of the contributions of the EPRC is found in the journal article "How Research can assist Policy: The Case of Economic Reforms in Uganda" where the authors write: *Research has had a powerful impact on policy in Uganda, affecting the climate of opinion, improving the quality of the policy debate, and helping focus public policy and interventions on poverty reduction.* Uganda's successful use of knowledge and research to help set public policy priorities demonstrates that even a poor post-conflict country can, in a relatively short period of time create an effective information base and feedback mechanisms for decision making¹.

EPRC's strong visibility in research and policy analysis has gained wide-ranging recognition that has resulted in several national and international institutional linkages. Within Uganda, the bulk of collaborative research or policy analysis is undertaken with the Ministry of Finance, Planning and Economic Development, Bank of Uganda Research Functions, Uganda Bureau of Statistics and Institutes at Makerere University, such as, Economics, Statistics, and Social Research.

Internationally, the Centre maintains strong collaborative research and capacity building programs with the East African Community Secretariat, partner research institutions in East Africa, the World Bank, United Nations Development Program, United Nations Environment Program, International Labor Organization, International Development Research Centre of Canada and several universities such as Oxford University, University of Manchester, University of East Anglia, University of Nottingham and Cornell University.

Selected EPRC's research outputs i.e. policy briefs and reports have been highly useful tools and inputs for policy formulation in Uganda both at micro and macro levels. For example; during EPRC III, the Government of Uganda took measures to improve procurement of instructional materials for Universal Primary Education (UPE) after EPRC released a paper on UPE "Tracking of Public Expenditure in Education" which was highlighting the level of inefficiencies in the education systems.

Similarly, the Centre's work on the national budget helped the Ministry of Finance, Planning and Economic Development to establish a monitoring system. The various studies focusing on trade and regional integration have also contributed to the East African integration process between 2011 and 2012.

The research on the oil sector in 2010/11 has created huge interest and aroused public debates and dialogues thus influencing linkages and policies in the Oil and Gas sector in Uganda. EPRC presented a paper on the "Likely Effect of the Tripartite Free Trade Area (TFTA) on Uganda" and guided the team on the gains and losses of entering the agreement under market access in addition to research in the Trade and Regional Integration which has continued to inform negotiations of the country's position in the COMESA-EAC and SADC Tripartite Free Trade Area (TFTA).

¹ Mackinnon John and Ritva Reinikka, 2002. "How Research Can Assist Policy: The Case of Economic Reforms in Uganda," *The World Bank Researcher Observer*, vol. 17, no. 2, pp. 267-292.



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