



THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITES EN AFRIQUE

2023

ANNUAL REPORT

Letter of Transmittal to the Board of Governors

RE: Annual Report 2023

15 June 2024

Dear Honorable Chair and Members of the Board of Governors

I have the honor of presenting the African Capacity Building Foundation's Annual Report from 1 January 2023 to 31 December 2023.

Honorable Chair and Members of the Board of Governors, kindly accept the assurances of my highest consideration.



H. E. Erastus J. O. Mwencha

Chair, Executive Board

African Capacity Building Foundation

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF GOVERNORS



“

*I remain convinced that
ACBF is a trusted partner with
the capacity to help member countries
address emerging challenges and forge
a solid economic trajectory.*

As we reflect on the state of African economies, the role of the African Capacity Building Foundation (ACBF) in supporting sustainable growth and development becomes increasingly relevant. Recent global events on the geopolitical scene, the negative impact of climate change, and the specter of war and terrorism have created vulnerabilities in many of our countries. The lack of capacity to anticipate such risks to which we are exposed

and to design appropriate mitigation and adaptation measures is an urgent call for Africa to support an African-led institution to underpin capacity-building interventions on the continent.

Africa's economic recovery slowed during the year under review. While economic recovery has been slow worldwide, Africa has perhaps been harder hit because of its limited capacity

to absorb external shocks. For example, the fall in international commodity prices exacerbated the situation, as many of our economies are sensitive to (and have little or no influence on) price variations, which have a negative impact on the value of our products.

This reality reminds us of the relevance of ACBF's interventions on the diversification of domestic resource mobilization in the four (4) key impact areas of the 2023-2027 Strategic Plan:

- Climate Change and Energy for Productive Use;
- Agrobusiness and Food Sovereignty;
- Trade as an engine for Economic Development; and
- Economic and Social Governance.

In any case, our economies must promote diversification to support Africa's future recovery and resilience. To diversify our economies and move towards free trade, Africa needs to strengthen its skills and the capacities of the institutions that drive economic strategies. This is where ACBF comes in.

During the year under review, we launched our new Strategic Plan for the period 2023-2027, underlining our commitment to fostering human capacity development and institution building in the areas most critical to sustainable development. By focusing on these key impact areas, ACBF is helping African economies diversify and be better prepared to respond to external shocks.

To effectively fulfill its mandate, the Foundation recognizes that it is imperative to establish and nurture partnerships that align with its vision and to deploy its resources strategically to increase the likelihood of achieving meaningful results. In this respect, I call on Africa's development players to join forces with the ACBF Secretariat to implement the 2023-2027 Strategic Plan. Through such synergies and partnerships, ACBF could enhance its service offering for human and institutional transformation in Africa.

As African member states, we remain optimistic about the continent's future despite the challenges we face. I remain convinced that ACBF is a trusted partner with the capacity to



***To diversify our economies and move towards free trade,
Africa needs to strengthen its skills and the capacities
of the institutions that drive economic strategies.***

help member countries address emerging challenges and forge a solid economic trajectory. These interventions have transformative potential for the entire continent and deserve our full support.

This report highlights some of the initiatives currently underway that are set to expand in pursuit of this goal.

I thank you for your support and look forward to a more prosperous Africa driven by the continent's vision and thinking.

Mr Adama Coulibaly

Chairman, ACBF Board of Governors
Minister of Finance and Budget,
Republic of Ivory Coast

FOREWORD FROM THE CHAIR OF THE EXECUTIVE BOARD



“

We remain committed to our vision of an Africa where our institutions and the people who drive them reach their full potential and contribute to sustainable development for African economies.

The African Capacity Building Foundation (ACBF) is emerging vibrant from internal and external challenges. Externally, the impact of the global economic crisis arising from the COVID pandemic and the geopolitical tensions on ACBF member states. The Foundation has on the internal front is undergoing leadership transition and change management. Amidst all this changes the Foundation has maintained its status as a well-governed and managed

organization, with robust controls ensuring proper resource management and accountability. During the review period, the Executive Board and the Secretariat collaborated to implement a series of measures, aligning skills and talent with the new strategy's business requirements. I am delighted to share that the change management process, though challenging, has demonstrated significant potential for the

Secretariat to enhance its business model, improving efficiency, competitiveness, and sustainability.

When fully implemented, the Executive Board is confident that the ongoing reforms will deliver an agile, cost-efficient, and appropriately staffed organization to scale up program implementation.

While the Secretariat has done a tremendous job in growing the portfolio of funded programs through strategic partnerships with funding partners, more effort is needed to increase the volume of unrestricted funding from member states to an adequate level to activate substantial programming in all 4 Key Impact Areas of interventions. The reporting period being the first year of strategy implementation, the Foundation focused interventions in 2 of the 4 Key Impact Areas (based on prioritization of funded programs). As the resource envelope grows, the program portfolio will be expanded.

As we bid farewell to four esteemed members of the Executive Board, Prof Louka Katseli, Mr. Graham Stegman, Mr. Jonas Daou, and Dr.

Jessie Mabutas, we express our deep gratitude for their exceptional service to the Foundation. We also extend a warm welcome to our new members, who join us at a time of exciting change, where innovation and new approaches are crucial to our success.

We remain committed to our vision of an Africa where our institutions and the people who drive them reach their full potential and contribute to sustainable development for African economies.

As the Foundation's primary shareholders, I call upon our member states to demonstrate their leadership by scaling their contributions, paying the mandatory annual fees agreed upon in 2023, and pledging resources to enable the full implement the approved strategy. Together, we can realize our vision for Africa!

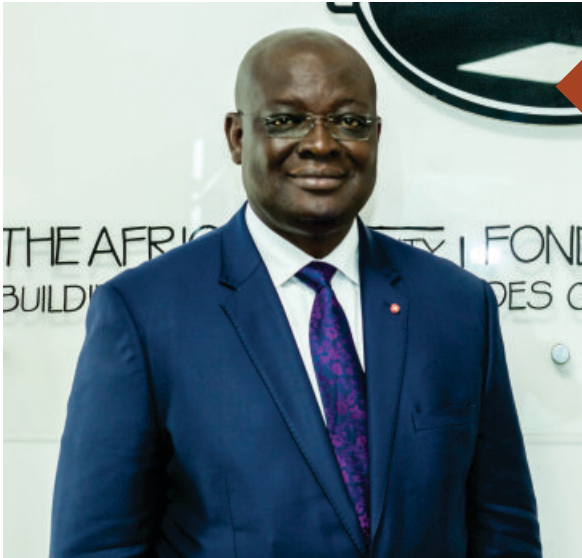


H. E. Erastus J. O. Mwencha

Chair, Executive Board

African Capacity Building Foundation

INTRODUCTION BY THE EXECUTIVE SECRETARY



“

We have worked around the clock on more innovations to our business model to add value to our member states and key partners in the development space.

Fiscal Year 2023 has been an exciting year for ACBF, marked by the launch and operationalization of our new Strategic Plan 2023-2027. More importantly, the consultations with key stakeholders presented the Foundation with a unique opportunity to define, together with member countries, key capacity-building priorities. By identifying and focusing on the most critical sectors, the Foundation will provide meaningful support that aligns with

the pressing needs of these nations over the next five years, enhancing local capabilities and fostering sustainable development. ACBF's capacity-building interventions for 2023 have been designed to focus on four key impact areas of our strategic plan, which are:

- (KIA1) Climate Change and Energy for Productive Use;
- (KIA2) Agribusiness and Food Sovereignty;

- (KIA3) Trade as an Engine for Economic Development and
- (KIA4) Economic and Social Governance.

Additionally, we aim to enhance the institutional and human capacity of key organizations to efficiently fulfill their mandate.

Central to our strategy is our unique product offering, which includes the Institutional Accelerator Model (IAM) for institution building, the UBORA Academy for skills development, and the Capacity Knowledge Hub for knowledge production and sharing. These signature products will provide tailored interventions to support institutional development and enhance officials' skills across various sectors.

Our program portfolio has achieved an impressive 22% increase in value in 2023. The KIA1's portfolio on Climate Change has expanded with the addition of three more projects: The transformative Climate Finance Program of The AU Green Recovery Action Plan (TCFP-GRAP) Project, the African School of Regulation (ASR) Project, and the Climate Emergency Collaboration Group African

Adaptation Initiative Project. All these projects are focused on enhancing the capacity for sustainable climate change adaptation and financing. In KIA2, we initiated the implementation of our work in empowering women and youth in agriculture, focusing on addressing the capacity gaps in the agricultural value chains in Burkina Faso, Gabon, and Sierra Leone to fast-track the sector's transformation. Scoping studies were carried out in 2023, the results of which have been crucial in informing customized interventions required, which should inform implementation in 2024. In addition, the Foundation coordinated the establishment of the World Association for the Advancement of Veterinary Parasitology - African Network, the first on the continent and is expected to enhance research and training, as well as the practice of veterinary parasitology in Africa.

We have maintained our brand as a thought leader in capacity development and hosted the 9th Africa Think Tank Summit in Zambia. The summit was held under the theme of *"Linking Evidence, Policies, and Practice to Contribute to the Implementation of the African Continental*

Free Trade Area Agreement,” highlighting the importance of connecting research, policy-making, and practical solutions to support the successful implementation of the agreement. This flagship event brought together more than 250 participants who reflected on the AfCFTA and the capacity imperatives for its effective implementation. We prioritized capacity building in our development approach by organizing workshops, conferences, and webinars throughout the year. We also recognized the critical role of knowledge in driving socio-economic transformation.

We have achieved significant milestones detailed in this report under Chapter 2: Impact of the ACBF Strategy 2023-2027. We have worked around the clock on more innovations to our business model to add value to our member states and key partners in the development space. We have been reengineering our business processes and streamlining our policies and procedures to enhance effectiveness, efficiency, and internal controls while re-organizing our institution for a fit-for-purpose workforce.

In addition, we have upgraded our digital infrastructure for a more versatile interface with partners and internally for effective team collaborations.

I want to thank our Board of Governors, Member States, and partners for their unwavering support and commitment to building Africa’s capacities through ACBF.

Looking towards the future, I see many opportunities for growth in 2024 and beyond. With the investments made in recent years, ACBF is poised to continue serving as a growth accelerator for Africa!



Mamadou Biteye

Executive Secretary

African Capacity Building Foundation



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www.acbf-pact.org

LIST OF ACRONYMS

ACBF	African Capacity Building Foundation
AfCFTA	African Continental Free Trade Area
Afreximbank	African Export Import Bank
AU	African Union
AUC	African Union Commission
BADEA	Arab Bank for Economic Development in Africa
CoDA	Coalition for Dialogue on Africa
ECCAS	Economic Community of Central African States
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
IsDB	Islamic Development Bank
M & E	Monitoring and Evaluation
SFA	Science for Africa

MEMBERS OF THE EXECUTIVE BOARD



Botho Keba Bayendi
AUC



Constant Koko Mudekereza



Erastus J.O. Mwencha
Chair



Graham Stegmann



Jessie Rose D. Mabutas
Chair of the Audit
& Risk Committee



Jonas Aklesso Daou
Chair of the Finance & Human
Resources Committee



Kevin Urama
AfDB - Chair of the
Operations Committee



Louka T. Katseli
Vice Chair



Mamadou Biteye
Ex-Officio



Mamour Malick Jagne



Matthias Naab
UNDP



Pauline Paledi-Mokou



J Graham Joscelyne



Verasak Liengsriwat

INDEPENDENT MEMBERS OF THE AUDIT AND RISK COMMITTEE



MEMBERS OF THE BOARD OF GOVERNORS

COUNTRY / INSTITUTION

- Côte d'Ivoire
- African Development Bank
- African Union Commission
- Benin
- Botswana
- Burkina Faso
- Burundi
- Cabo Verde
- Cameroon
- Central African Republic
- Chad
- Comoros
- Congo (Republic)
- Congo (Democratic Republic)
- Djibouti
- Eswatini
- Ethiopia
- Gabon
- The Gambia
- Ghana
- Guinea Bissau

GOVERNOR

Adama Coulibaly (Chair)
Kevin Urama
Albert Muchanga
Abdoulaye Bio Tchané
Peggy Serame
Aboubakar Nacanabo
Audace Niyonzima
Olavo Avelino Correia
Alamine Ousmane Mey
Richard Filakota
Mahamat Abakar Assouyouti
Fouady Goulame
Ebouka-Babackas Ingrid Olga Ghislaine
Judith Suminwa Tuluka
Ilyas Moussa Dawaleh
Neil Rijkenburg
Ahmed Shide
Charles M'ba
Seedy K. M. Keita
Ken Ofori-Atta
Ilídio Vieira Té



- Guinea
- Kenya
- Liberia
- Madagascar
- Mauritius
- Malawi
- Mali
- Mauritania
- Namibia
- Niger
- Nigeria
- Rwanda
- São Tomé and Príncipe
- Senegal
- Sierra Leone
- Sudan
- Tanzania
- Togo
- Uganda
- UNDP
- The World Bank
- Zambia
- Zimbabwe

Moussa Cissé
Njuguna Ndung'u
Boima S. Kamara
Rindra Hasimbelo Rabarinirinarison
Renganaden Padayachy
Simplex Chithyola Banda
Alousséni Sanou
Abdessalam Ould Mohamed Saleh
Obeth M. Kandjoze
Moumouni Boubacar Saidou
Wale Edun
Uzziel Ndagijimana
Ginesio Valentim Afonso Da Mata
Doudou Ka
Kenyah Laura Barlay
Jibril Ibrahim
Mwigulu Lameck Nchemba
Sandra Ablamba Johnson
Matia Kasaija
Ahunna Eziakonwa
Victoria Kwakwa
Situmbeko Musokotwane
Mthuli Ncube



01

ACBF AT A GLANCE

The African Capacity Building Foundation (ACBF) is a pan-African organization established in 1991 by African countries with the support of their bilateral and multilateral partners to build human and institutional capacity for Africa's sustainable development.

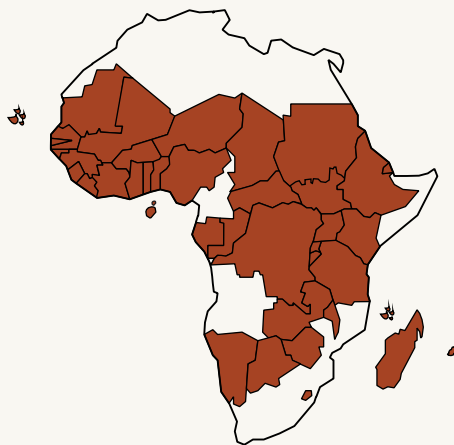


OUR VISION

A prosperous, resilient,
and inclusive Africa.

OUR MISSION

To develop the human capital
and institutions required to enable
Africa's inclusive and sustainable
development.



AFRICAN MEMBER STATES

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

PARTNERS



OUR UNIQUE OFFERING



UBORA Academy

for skills development.



Institutional Accelerator Model (IAM)

for institution building.



Capacity Knowledge Hub (CKH)

for knowledge services.



Fiscal Agent Services

for funds management.

OUR PRODUCT/ SERVICE OFFERINGS

UBORA Academy

- Skills development needs assessment
- Management and leadership training sessions
- Technical training on highly relevant topics

Institutional Accelerator Model

- Capacity needs assessment
- Implementation of capacity improvement plans
- Embedded Advisory Support

Capacity Knowledge Hub

- Knowledge generation/ gathering and dissemination
- Policy dialogue sessions
- Development/ management of resource platforms

Fiscal Agent Services

- Financial Oversight
- Funds and grant management
- Financial Settlement

DELIVERY MODES

- Degree Programs
- Professional training courses/ webinars
- Mentoring Programs
- Deployment of technical assistance
- Digital Platforms

REVENUE GENERATION

- Paid Courses
- Company/ Government/ Sponsored Courses
- Fee for Service
- Donor-Funded Programs/ Projects

TARGETS (Beneficiaries/Donors/Sponsors)

- Public Institutions/ Enterprises
- Companies/ MSMEs
- NGOs
- Academia
- Research Institutions
- International Organizations
- Foundations
- Individuals



02

IMPACT OF THE ACBF STRATEGY 2023-2027

In 2023, the African Capacity Building Foundation (ACBF) unveiled its 2023-2027 strategy, targeting four Key Impact Areas (KIA) crucial to Africa's development trajectory.



This strategy stands out for its commitment to driving economic growth and progress throughout the continent by harnessing climate-smart productivity, bolstering food sovereignty through agribusiness, enhancing trade, and strengthening economic and social governance. By emphasizing these forward-thinking initiatives, ACBF aligns with the goals of Agenda 2063 and plays a pivotal role in fostering sustainable economies, improving governance, and advancing trade within Africa.



Climate Change and
Energy For
Productive Use

01. KEY IMPACT AREA 1: CLIMATE CHANGE AND ENERGY FOR PRODUCTIVE USE (CCEPU)

Equipping Africa for Climate Change

Climate change poses a significant threat to Africa's future. Recognizing this, ACBF is implementing a strategic initiative to empower African institutions to lead the continent's response to climate change. Our programs enhance these institutions' efficiency, effectiveness, relevance, and sustainability. By employing a holistic approach, we equip African institutions to tackle current and future climate challenges, ensuring a more resilient future for the continent.

During the year under review, ACBF expanded its efforts to strengthen African countries' climate resilience through capacity-building activities. Notably, a substantial collaborative initiative was launched with GIZ from 2023 to 2025. This partnership aims to develop a Continental Climate Resilient and Smart Infrastructure Policy for Africa, highlighting our commitment to supporting the African Union Commission (AUC) in improving access to cross-border trade and promoting climate-friendly infrastructures.



This joint endeavor emphasizes the significance of collaborative approaches in realizing our shared objectives, and it is positioned to make significant contributions to resource conservation and socio-economic development.

The Climate Change and Energy for Productive Use (CCEPU) portfolio has increased significantly, with ACBF introducing three new programs in 2023:

- the Transformative Climate Finance Program of The AU Green Recovery Action Plan (AU-TCF-GRAP),
- the African School of Regulation (ASR) and
- the Climate Emergency Collaboration Group African Adaptation Initiative Project (AAI), which has strengthened partnerships with the African Union Commission (AUC) and the Global Green Growth Institute (GGGI).

Additionally, the Climate Emergency Collaboration Group African Adaptation Initiative Project, funded by the Rockefeller Foundation, has provided a valuable opportunity for ACBF to enhance collaboration



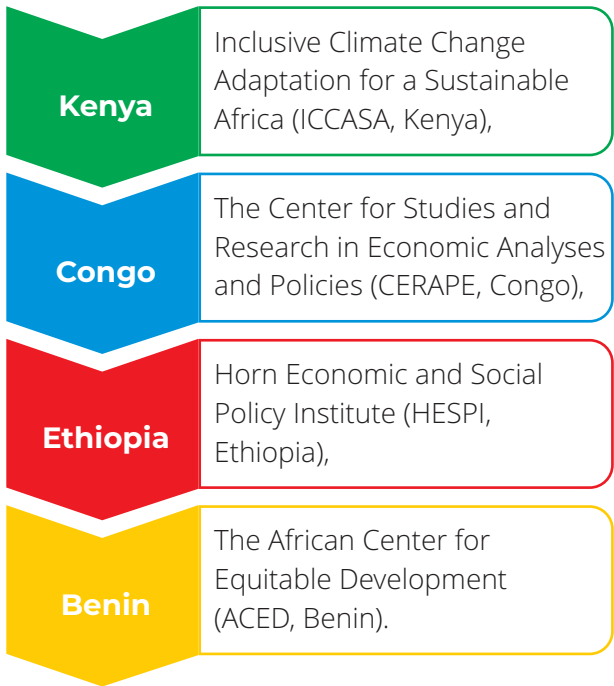
Launch of ACR

with the African Adaption Initiative (AAI) of the African Union.

In FY2023, the African School for Regulation (ASR) was inaugurated during the Africa Climate Week in Nairobi, Kenya, making it the first institution to be hosted by ACBF under the Africa Capacity Building Academy (ACB-A). Pioneered with the vision of being “*by Africa, for Africa,*” the ASR aims to serve as a center of excellence for knowledge sharing and training, facilitating the expansion of crucial investment and advancing more accessible, dependable, and sustainable energy systems. It will achieve this goal by promoting policy formulation and customized regulatory solutions tailored to the specific needs of individual nations. This initiative has reinforced ACBF’s collaboration with academia and other pertinent stakeholders in developing the CCEPU’s energy workflow.

The Foundation’s efforts also focused on diversifying offerings and refining the implementation strategies of the BMGF-funded Strengthening African Leadership for Climate Adaptation (SALCA) program, which entered its

second phase in 2023. This phase focused on the successful execution of Customized Institutional Capacity Improvement Plans (CICIPs) for four beneficiary institutions across four African countries:



These CICIPs were developed to meet the specific needs of each institution, as identified through capacity needs assessments (CNAs) conducted earlier. This comprehensive approach addressed identified gaps and

challenges, and facilitated peer-to-peer learning, significantly amplifying organizational impact. These efforts have broadened opportunities for meaningful collaboration and knowledge exchange by supporting climate action and ensuring organizational sustainability.

ACBF reached another substantial milestone during the review period by securing accreditation as *a full observer of the United Nations Framework Convention for Climate Change (UNFCCC)*. This esteemed status enables the Foundation to actively participate in

UNFCCC meetings, negotiations, and decision-making processes, providing access to the latest developments, policies, and funding opportunities in climate change.

Furthermore, it enables ACBF to advocate for the specific needs of African countries, access vital climate finance mechanisms, and cultivate partnerships with key stakeholders. Through these engagements, the Foundation is well-positioned to support African nations in fulfilling climate commitments through capacity-building.



By employing a holistic approach, we equip African institutions to tackle current and future climate challenges, ensuring a more resilient future for the continent.



Agribusiness and
Food Sovereignty

02. KEY IMPACT AREA 2: AGRIBUSINESS AND FOOD SOVEREIGNTY

Securing the Future of Agriculture: Investing in Women and Youth Cooperatives

ACBF's commitment to Africa's food security is not just a mission but a transformative journey. By strengthening the capabilities of women and young people within agricultural cooperatives, we invest in their future and those of Africa. Our projects are bridging critical skill gaps, empowering them to secure funding for development initiatives effectively, and paving the way for a more secure and prosperous future.

This key impact area is primarily focused on the *“Capacity Building for Women and Youth Empowerment in the Agricultural Sector”* project, a collaboration between ACBF, the Arab Bank for Economic Development in Africa (BADEA), and the Islamic Development Bank (IsDB). This strategic partnership ensures a comprehensive and practical approach to our shared goal of encouraging women and youth in the agricultural sector.



In 2023, ACBF carried out scoping studies in Burkina Faso, Sierra Leone, and Gabon to evaluate agricultural value chains and identify capacity constraints and organizations that could support women and youth participation. This exercise led to identifying specific interventions, better coordination, and stronger partnerships, all empowering women and youth in the participating countries. The outcomes of these studies informed the development of a multi-country implementation plan, including technical and financial due diligence.

Activity Agreements were proactively negotiated as vital strategic instruments for effective project implementation.

The study involved interviews with various organizations in the three countries. In Sierra Leone, the following organizations were interviewed: Ministry of Agriculture Office and District Council, ADDAX and JICA (biomass & rice value chain), Mountain lion (rice value chain), Mel-O Africa (Honey & cashew value chain), Seed-Tec (farm input, rice value chain), MADAM (capacity building, agriculture value chain),



ENGIM (Onion value chain), Vegetable producers using greenhouse technology (negatable value chain), Visit two poultry farms, Cotton Tree Foundation (Cashew Value Chain), WARC in Torma Bum (Rice value chain), agricultural farm in Senehun, AAH (groundnut value chain), Sierra Tropical Limited (Pineapple Value chain) and DIP & WAO (cassava value chain).

The key findings from the study included the following:

01.

The youth held positive economic views of the agricultural sector but were skeptical about its alignment with societal values. Attitudes towards careers in agriculture vary among the youth, with both negative perceptions and interest in agriculture.

02.

Access to capital is a significant issue for youth investing in agriculture. Administrative barriers and collateral requirements prevent many from accessing funds, highlighting the need for inclusive financial mechanisms.

03.

Quality inputs are the prime source of higher and quality productivity. However, ensuring timely access to quality inputs like seeds, breeds, and fertilizers remains challenging, especially for women and youth farmers. Smallholder farmers require tailored solutions for mechanization to overcome economic barriers to efficiency, pose economic barriers, and warrant tailored solutions for smallholder farmers.

04.

The government's agricultural extension services are only available to 18-20% of farmers. Furthermore, the availability of market-oriented technologies that cater to the market's demands could be much higher. This creates a significant gap between the demand and supply of such technologies.

05.

The capacity of sector-wide management varied, with some areas having minor capacity while others had good capacity. Specifically, the women and youths involved in the agricultural value chain, value chain actors, and service providers displayed different capacities. The discussions revolved around identifying critical areas of capacity needs, which include production cost analysis capacity, the role of women and youth in research, information asymmetries, and improved technologies and practices.



Trade As An Engine
Of Economic Growth

03.

KEY IMPACT AREA 3:

TRADE AS AN ENGINE OF ECONOMIC DEVELOPMENT

Building a Thriving Continental Market

ACBF, in close collaboration with various partners, directly supports initiatives that strengthen Africa's capacity for intra-regional trade. By fostering economic integration, promoting sustainable trade growth, and creating a business-friendly environment, we aim to unlock the vast potential of cross-border trade within Africa. This collaborative approach ensures that all stakeholders are part of a more considerable effort, making them feel included and valued.

In FY2023, ACBF organized the **2023 SMEs Conference and Training on Intra-African Trade** in collaboration with the Centre for Regional Integration in Africa (CRIA). Themed *"Breaking Business Barriers for AfCFTA Acceleration,"* the event deepened SMEs' understanding of the AfCFTA landscape. With the support of the African Export-Import Bank (Afreximbank), the conference convened over 150 stakeholders, including SME business owners, private sector leaders, international and African trade experts, Business Councils, academia, research institutions/think tanks, development institutions, financial institutions, and influential figures across academia and policymaking.





The conference emphasized ACBF's pivotal role as a trusted partner in SME development and leveraging AfCFTA's vast potential.

Throughout the conference, participants reiterated the importance of upholding consistent product standards and quality, which is crucial for fostering enduring trust in cross-border trade dynamics. Moreover, the event was a rallying point for SMEs to actively foster connections, forge strategic partnerships, and glean invaluable mentorship insights from industry trailblazers. Encouraged to develop meticulous growth strategies and go-to-market approaches, SMEs were equipped and primed for success in the ever-evolving marketplace.

During the conference, participants collectively acknowledged the need for more efficient processes to transport goods, supported by a cohesive logistics infrastructure and a pan-African e-commerce framework. These measures aim to facilitate the smooth flow of “made in AfCFTA” products across African

borders. The conference created an environment for supporting SMEs in intra-African trade by emphasizing knowledge sharing, operational consistency, strategic networking, and infrastructure fortification. Ultimately, this collective effort is a powerful engine for economic prosperity and regional African integration.

Under the leadership of the Republic of Zambia, through the Ministry of Commerce, Trade, and Industry, ACBF organized the 2023 Africa Think Tank Summit to contribute to the effective implementation of the AfCFTA. Held under the theme: *“Linking Evidence, Policies, and Practice to Contribute to the Implementation of the African Continental Free Trade Area Agreement,”* the Summit garnered support from esteemed partners such as the William and Flora Hewlett Foundation and the Visa Foundation. Collaborating with key entities, including the Regional Network of Agricultural Policy Research Institutes (ReNAPRI) Secretariat, the Alliance for a Green Revolution in Africa (AGRA), and the African Economic Research Consortium (AERC), the event attracted over 250 stakeholders from diverse backgrounds.

Participants spanned across sectors, encompassing representatives from the AUC, AfCFTA Secretariat, Afreximbank, UNECA, executives from academia, think tanks, policymakers, and private sector entities. One of the principal outcomes of the summit was the establishment of a dedicated research fund tailored to the AfCFTA, accentuating the importance of evidence-based insights for informed policy formulation and implementation. Moreover, the summit advocated for recognizing African think tanks' indispensable contributions, urging the AUC to actively integrate them into G20 dialogues, thus ensuring their meaningful engagement in shaping continental trade agendas.

As part of our continuous efforts to promote trade, the African Capacity Building Foundation (ACBF) and the African Development Bank (AfDB) launched the Capacity Development for Africa's Structural Transformation (CADAST) project. The project's main objective is to strengthen economic and financial governance while enhancing the efficiency of intra-African trade in target countries.



This initiative is a significant milestone as it has great potential for enhancing intra-African trade dynamics and offers immense promise for catalyzing substantial advancements in intra-African trade. Countries targeted for the AfCFTA country readiness assessments include Sierra Leone, Benin, Rwanda, DRC, and Zimbabwe. ACBF's network of think tanks and policy institutes across the language zones will support project delivery as and when required. We will collaborate with think tanks and networks in Ghana, Cameroon, Togo, Kenya, Uganda, and all the key Regional Economic Communities. Together with these partners, ACBF will ensure timely and quality project implementation.



04.

KEY IMPACT AREA 4:

ECONOMIC AND SOCIAL GOVERNANCE

Stronger Public Finances, Brighter Future

The Foundation strengthens public financial management in Africa, promoting good governance and leadership for inclusive development. We support tax capacity building to address fiscal policies needs for the achievement of the SDGs. Our interventions empower African countries to mobilize domestic resources, to enhance effective management of public finance and to contribute to sustainable development goals.

The Economic and Social Governance program focuses on three strategic objectives that aim to enhance purpose-driven economic and social governance:

- Enhance policymaking by relying on evidence-based and purpose-driven approaches.
- Increase domestic revenue to finance development priorities.
- Improve the efficiency and effectiveness of the systems used for managing public finances.



ACBF enhanced its Economic and Social Governance (ESG) activities by implementing the following programs while commencing designs for further interventions:

The African-Finnish Partnerships on Taxation Capacity in Africa (AFP-TCA)



Launch of AFP-TCA

The AFP-TCA Project, funded by Finland from 2023 to 2025, aims to improve Africa's tax collection (Domestic Resource Mobilization). It is managed by HAUS in partnership with ACBF to strengthen the capacity of governments and pan-African organizations to increase domestic resources mobilization through informed policymaking. A project Advisory Board, including ACBF's Executive Secretary, was established at the first meeting in Helsinki in April 2023. To achieve its objectives, the

program will implement the African Capacity Building Academy and conduct a landscape analysis of taxation training.



ACBF led an analysis of the current taxation training landscape, focusing on digital training. The survey, sent to **26 ACBF member countries and ACBF's Think Tank network**, received 18 completed responses by October 2023. On 20-21

November, a workshop was held in Accra, attended by 13 participants from 12 different tax administrations, training institutions, and tax units within Ministries of Finance. These participants represented the following countries: *Chad, Burkina Faso, Mali, Zimbabwe, Mauritius, Somalia, Kenya, Senegal, Nigeria, Togo, Botswana, and Ghana*. The workshop mainly

focused on discussing policy questions related to domestic resource mobilization. The results will inform e-learning pilot courses, communications, and advocacy efforts. The project also supported the development of ACBF's communications and advocacy strategy and updated the ACBF Nairobi Office's audiovisual and conferencing equipment.

The African Capacity Building Academy - ACB-A

The new African Capacity Building (ACB) Academy's vision is to build an Africa with highly skilled government officials with the requisite skills and knowledge to drive economic growth and sustainable development. The Academy, a partnership between HAUS and ACBF, seeks to enhance human capital development for government officials, civil society, and the private sector.

This initiative goes beyond technical training as it will focus on soft skills. The ACB Academy will offer top-notch courses designed explicitly to enhance the skills and knowledge of staff members working in target institutions throughout the African continent. ACBF will

collaborate with subject matter experts, experienced trainers, and institutions to develop the curriculum for the initial set of courses. The Academy aims to become the leading learning center in Africa by equipping civil servants and business and community leaders with essential skills.



The ACB Academy will focus on the following key areas during its one-year pilot phase:

- Energy
- Public Financial Management (taxation, leadership, and governance in PFM, debt management).

The ACB Academy has identified energy and PFM as crucial areas that require skilled professionals to address the capacity-building gaps. The Academy's primary objective is to contribute to economic development and effective governance in African countries by offering specialized courses in these subjects. Moreover, ACBF's ongoing energy, leadership, and governance projects further emphasize the focus on these areas, demonstrating its commitment to providing comprehensive support and expertise in these critical domains.

The Academy has developed a comprehensive plan that includes implementing key dimensions such as ICT infrastructure, communication and advocacy strategies, resource mobilization, content development, and effective management and coordination. Delivering impactful capacity-building programs requires these integral components.

Several significant milestones are on the horizon as the Academy continues to evolve in 2024. One of these milestones is establishing an eLearning studio in Accra, which will mark a significant step towards realizing the Academy's

The Academy's opportunity to shape the careers of the next generation and the working cultures they build is significant. Through this new venture, ACBF and its partners are advancing their mandate to create a generation of influential African leaders with the skills to take charge and build a brighter future for African economies.

The Enhancing Leadership and Governance in Public Finance Management (ELG-PFM) Project

Funded by the Bill and Melinda Gates Foundation, ACBF proudly announces the launch of the Enhancing Leadership and Governance in Public Financial Management (ELG PFM) program. This initiative aims to empower public officials with advanced financial management skills and targets six African countries:

- Kenya,
- Côte d'Ivoire
- Nigeria,
- Ghana,
- Senegal, and
- Zimbabwe.



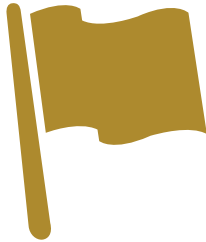
Beyond technical training, ELG PFM emphasizes leadership and transformational management skills. Its primary aim is to enhance public service delivery in the target countries by improving public finance management through research, targeted skill-building, and extensive networking opportunities.

ELG PFM will undertake a three-phase journey from January 2024 to September 2027, beginning with a comprehensive scoping and needs assessment. This collaborative effort will engage stakeholders to define project parameters, identify capacity gaps, and outline stakeholder roles. This methodology has been successfully utilized in previous ACBF initiatives, including climate change adaptation projects with the BMGF.

Preliminary scoping missions were undertaken in Nigeria, Kenya, and Zimbabwe as part of the pre-launch of the *“Enhancing Leadership and Governance in Public Finance Project.”* This activity raised awareness amongst key players in the Public Financial Management system in Zimbabwe, particularly the Ministry of Finance and other PFM agencies and institutions, providing an opportunity for ACBF to interface with Countries and give exposure to the project that is still to be launched while gaining their buy-in to the implementation of this project, which is crucial in capacitating countries’ PFM

system. The insights from these missions have been critical in refining the project frame. ACBF and the BMGF have also been reflecting on the best strategies to target high-level officials in public financial management in countries and accelerate project take-off. A full-blown scoping exercise will be conducted to evaluate countries' readiness, and a capacity needs assessment will be undertaken in 2024, covering all the targeted countries:

- Ghana,
- Kenya,
- Nigeria,
- Côte d'Ivoire
- Senegal, and
- Zimbabwe.



The first step in 2024 will be to focus on building the coordination framework by recruiting two staff (program officer and eLearning Specialist) and setting up the strategic advisory panel composed of former finance ministers and technical experts to support the program with their strategic guidance and coaching. To promote information and experience sharing between PFM stakeholders at the national and continental levels, which will generate

incentives for reforms, ACBF will establish a platform of exchange as part of the program.

By enhancing senior public officials' leadership and governance capabilities, fostering information exchange, and strengthening oversight and accountability mechanisms, ELG PFM aspires to improve public finance management for innovative and qualitative public service delivery across target nations. These programs showcase the positive impact of ACBF on African economies by enhancing tax collection to fund development initiatives, strengthening leadership for better public financial management, and supporting the achievement of the Sustainable Development Goals.



05. STRENGTHENING THE INSTITUTIONAL AND HUMAN CAPACITY OF KEY ORGANIZATIONS TO DELIVER ON THEIR MANDATE

The African Capacity Building Foundation is dedicated to shaping Africa's future through strategic investments. We empower key institutions by enhancing their skills and resources, enabling them to fulfill their roles. Our focus on strengthening internal structures and leadership capacities ensures these organizations can effectively deliver on their mandates.

World Association for Advancement of Veterinary Parasitology - African Network (WAAVP-AN)

WAAVP-AN is a network that controls parasitic diseases, advances veterinary parasitology, improves animal welfare, and promotes sustainable livestock production in Africa. In FY2023, ACBF established the African Network of the World Association for Advancement of Veterinary Parasitology (WAAVP-AN) to combat parasitic diseases, drive veterinary parasitology forward, enhance animal welfare, and foster sustainable livestock production across Africa. Through collaborative efforts with network members, ACBF laid the foundation by

instituting a solid governance structure and developing operational guidelines. The foundation equipped the network with essential tools such as operating manuals and identifying research priorities to solidify its purpose and significance within the ecosystem. With support from the ACBF, the network successfully developed a constitution, a strategic framework, an M&E framework, and a communication strategy, positioning itself to attract funding and make a lasting impact in the region.

The Strengthening Capacity of Strategic Partner Institutions in Africa (SPIA)

During the period under review, ACBF remained steadfast in implementing the SPIA program for its second year. This initiative aims to establish a cadre of solid, sustainable biomedical science research institutions across Africa that can set the continent's science agenda and create a research ecosystem that efficiently tackles urgent health challenges. Supported by the Bill and Melinda Gates Foundation, this program will continue until 2028, focusing on six Africa-based institutions. Currently, three institutions have been identified, including the Science for Africa Foundation (SFA) - Kenya and the potential Ghana Drug Discovery Hub (GDDH), and the African Institute of Biomedical Science and Technology (AiBST)-Zimbabwe.

The ACBF has significantly supported SFA's foundation by developing essential operational manuals, such as strategic planning, program management, and governance frameworks. These resources have been instrumental in enhancing the institution's capacity and operational efficiency.

Furthermore, our commitment extended to providing comprehensive training for SFA staff and ensuring effective implementation of these manuals throughout the organization. These efforts are integral components of a tailored capacity enhancement plan developed by ACBF for SFA. Upon full implementation, SFA is expected to emerge as a proactive, supply-driven scientific organization equipped with solid systems, streamlined processes, and effective policies.

The Ghana Drug Discovery Hub is an initiative involving six universities and biomedical centers in Ghana that are already engaged in medical research and working together as a consortium. ACBF played a crucial role in developing the Vision, Mission, and Structure of the Hub through extensive consultations with its members. Moreover, we facilitated numerous experience-sharing initiatives for hub members, facilitating knowledge exchanges with technical partners such as the Holistic Drug Discovery and Development

Centre (H3D) in Cape Town, South Africa, and the Wellcome Centre for Anti-Infectives Research (WCAIR) at the University of Dundee. These activities have laid the groundwork for establishing the Hub, providing a foundation for future drug discovery and development breakthroughs.



Strengthening Capacity for Sustainable Tobacco Control in Africa – Phase III (TC3)

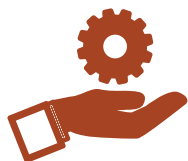
During the review period, the ACBF concluded the second phase of its “Capacity Building for Tobacco Control Program” (TC II). The program provided support to 17 implementation partners across 14 African countries, including:

- Benin (IECT),
- Botswana (HPP, ATN),
- Côte d'Ivoire (CLUCOD),
- Democratic Republic of Congo (ACCT),
- Ethiopia (MWECS),
- Gabon (MPS),
- The Gambia (RAID),
- Kenya (IILA),
- Mauritania (AMALUTS),
- Nigeria (CISLAC),
- Senegal (LISTAB, CRES),
- Uganda (CTCA),
- South Africa (UCT, SMU), and
- Togo (ATCA).



The conclusive evaluation of the second phase has demonstrated the remarkable strides the supported Tobacco Control Civil Society Organizations (CSOs) achieved in enhancing their organizational capacity.





**Throughout phase 2,
ACBF's support has
propelled organizational
capacity from a
baseline of**

45%

to an impressive

70%.

This substantial progress highlights the effectiveness of ACBF's interventions and highlights its role in raising public awareness about the severe health risks of tobacco use. ACBF's TC2 program has played a pivotal role in shaping the policy landscape related to tobacco control in various countries.

In the same period, TC2 led the development of a Sustainability Index to measure the resilience of systems beyond just funding cycles. This index will assess the sustainability of ACBF sub-grantees under tobacco control and will be customized to consider other institutions supported by ACBF. Set to launch in 2024, this

pilot tool will transform how we assess and guarantee the long-term effectiveness of our interventions.

The ACBF also launched the third phase of its Tobacco Control Program. This phase is called *"Strengthening Capacity for Sustainable Tobacco Control in Africa" (Tc3)*.

This program aims to establish long-term sustainability and institutional strengthening for Civil Society Organizations (CSOs) and research institutions.

The program will support 13 sub-grantees from Kenya, Nigeria, Côte d'Ivoire, Mauritania, Benin, Senegal, Ethiopia, the Democratic Republic of Congo, Zambia, and Ghana. Three regional tobacco control hubs hosted in South Africa and Uganda will also be supported. All necessary groundwork has been completed, including project appraisal and grant negotiation.

The project will commence in early 2024 to create long-term sustainability and strengthen institutions for CSOs and research institutions.

06. LEVERAGING KNOWLEDGE AND LEARNING FOR DEVELOPMENT EFFECTIVENESS

ACBF spearheads Africa's knowledge revolution, utilizing research and learning to empower policymakers and practitioners.

This ensures that evidence-based insights drive development initiatives, encouraging more effective and sustainable solutions across the continent.

Knowledge Production and Dissemination

ACBF has been taking significant action to go beyond traditional boundaries. In 2023, we published a report titled *"Factoring as a Catalyst for SMEs Development and Intra-African Trade."* The report aims to increase awareness among policymakers, entrepreneurs, academia, and financial institutions regarding alternative financing sources for SMEs and the benefits of factoring. By employing factoring, SMEs can receive liquidity, improve cash flow, and support growth. Moreover, factoring facilitates cross-border transactions and enhances intra-African trade, leading to economic growth and regional integration.

The Research Paper and the Policy on the same topic shed light on the centrality of factoring as a critical alternative financial instrument for SMEs in Africa by highlighting some of the key attributes of factoring including offering immediate working capital and addressing the unique financing needs of SMEs, particularly in contexts where traditional lending methods may not be readily accessible. It is recommended to improve the legal, policy, and regulatory environment for SMEs to grow and develop from factoring. In this regard Afreximbank's 2016 Model Law on Factoring is particularly instructive for its scope and relevance to Africa.



Confidence in the legal framework across factoring jurisdictions will provide greater certainty and reduce risk in cross-border and international transactions, especially for SMEs when it comes to export services.

The Compendium of Research Report and Policy Briefs on the *“Economics of Tobacco Control in Africa”* features comprehensive case studies from 13 countries: Benin, Senegal, Mauritania, Kenya, Togo, Nigeria, Uganda, Malawi, Zimbabwe, Zambia, Togo and Botswana. This report sheds light on the economic ramifications of tobacco use, including healthcare expenditures, productivity loss, and its toll on individuals and families. This compendium of country case studies offers essential information on the economic

consequences of tobacco use, including healthcare expenses, decreased productivity, and the effects on individuals and families. Drawing attention to the financial impact, these knowledge products assist policymakers, researchers, Civil Society Organizations (CSOs), and the general public to make informed decisions. They promote the implementation of effective tobacco control measures that contribute to better public health outcomes and socio-economic development in Africa. Key among the recommendations are actions such as expediting the enactment and implementation of tobacco control laws, formulating clear policies for emerging nicotine products, increasing taxation on tobacco and emerging nicotine products, and strengthening fiscal administration and revenue collection.

ACBF increased knowledge to support the implementation of the key impact areas of the strategic plan and beyond.

The knowledge products directly generated or facilitated by the Foundation included contributing to the production of Africa's Development Dynamics 2023 Report on the theme *"Investing in Sustainable Development,"* in which the Foundation has played a significant role by providing technical expertise and actively participating throughout the reporting process.

This reinforced ACBF's position as a key player in sustainable development in Africa.

Key among the recommendations, the Report shows that:

- 1) Fit-for-purpose data will support informed investment decisions, better-aligning risk perceptions to realities;
- 2) African-led partnerships can optimize the impacts of sustainable finance on development and better catalyze investments into local sustainable activities; and
- 3) Deepening African integration further, notably by implementing the African Continental Free Trade Area (AfCFTA) and its protocol on investment, will harmonize policies among countries and facilitate value chain development.

Knowledge Sharing and Learning

Supported by the William and Flora Hewlett Foundation and the Visa Foundation, ACBF organized the 2023 Africa Think Tank Summit. This event attracted more than 250 participants from prestigious organizations such as the African Union (AU), AfCFTA Secretariat, Afreximbank, UNECA, university executives, think tanks, policymakers, and private sector representatives.

The summit aimed to promote evidence-based decision-making, foster research collaboration, and encourage the active engagement of stakeholders in shaping the trajectory of African trade and economic integration. It provided an interactive platform for dialogue and innovation, driving Africa towards a future of sustainable growth and prosperity.

Further, ACBF organized the *SME Conference and Training for Intra-African Trade on “Breaking Business Barriers for AfCFTA Acceleration.”* The conference enhanced my knowledge about the importance of cross-border markets, consistent product standards, and quality. It pushed SME participants to network, establish partnerships, seek mentorship, and develop well-defined growth plans and go-to-market strategies. These events created a conducive environment for SMEs to thrive and participate effectively in intra-African trade, ultimately driving economic growth and regional integration.

ACBF partnered with the United Nations Office of the Special Adviser on Africa (UN-OSAA) to organize a series of webinars promoting inclusive and sustainable growth under the AfCFTA, the future of social protection beyond cash transfers, and intellectual property rights. The webinars facilitated knowledge-sharing on innovative solutions for critical challenges in Africa, promoting informed decision-making, policy formulation, and inclusive and sustainable development. These events reinforced ACBF’s reputation as a thought leader and advocate for inclusive economic growth, gender equality, and sustainable development while amplifying the transformative impact of initiatives led by ACBF and UN-OSAA.





ACBF and the Council of Consultants in Africa (CCAf)

hosted a transformative training workshop in Bukavu, Democratic Republic of Congo (DRC), to enhance the professionalization and skills of African experts in consultancy. From September 13 to 15, 2023, the *“Training Workshop on Capacity Building in Entrepreneurship for Consultants in Africa”* unfolded, announcing a new professionalization and skill enhancement era for African consultancy experts. The training equipped consultants with advanced entrepreneurship and capacity-building proficiency, empowering them to support and facilitate sustainable development initiatives across African nations. By investing in developing these skills, ACBF and CCAf contribute to Africa’s economic growth, job creation, and social progress.

ACBF extended institutional support to the African Association of Agricultural Economists (AAAE) for organizing the 7th African Conference of Agricultural Economists. As part of our commitment to transparency and engagement, ACBF organized two-panel discussions on *“Agriculture and Food Sovereignty:*



What are the Capacity Priorities for Private Sector Investment?” and “Climate Change and Energy for Productive Use: Building the Capacities of MSMEs actors to access green energy solutions” to disseminate its Strategic Plan 2023-2027.

The first panel delved into capacity-building priorities aimed at promoting private-sector investment in agriculture and advancing food sovereignty. Meanwhile, the second panel sheds light on the essential capacity requirements of Micro, Small, and Medium Enterprises (MSMEs) in adopting green energy solutions amidst the challenges posed by climate change. These discussions highlighted the Foundation’s strategic objectives and facilitated a better comprehension of our priorities among stakeholders.

Additionally, ACBF's Brown Bag and Learning Seminars provided a platform for in-depth exploration of ongoing projects and pertinent issues. Notably, the Lessons Learned Note on the Local Partners Identification Platform (LPIP) project, aimed at developing a centralized platform for the Bill & Melinda Gates Foundation, revealed invaluable insights into stakeholder engagement and a human rights-based approach to climate change issues. During the seminar, 351 organizations in the programmatic areas of Health Technical Assistance, Policy Advocacy and Communications, Data Management/ Analytics, and Service Providers/Contractors were identified to be included on the platform. The seamless execution of the project shows that similar assignments could be successfully implemented by leveraging experienced experts and partner institutions and conducting training sessions around objectives, approaches, and deliverables.

The Zimbabwe Environmental Law Association (ZELA) seminar highlights the need for a comprehensive approach to addressing climate change in Zimbabwe by all stakeholders

at all levels. A human rights-based approach should be adopted to tackle the issue of climate change. It's vital to have robust enforcement mechanisms for existing laws and policies to ensure that vulnerable and marginalized communities are not unfairly affected by the adverse impacts of climate change. The seminars increased understanding of environmental rights, stakeholder engagement, and human rights-based approach to climate change.

Selective Dissemination of Information (SDI) emerged as a pillar of ACBF's impact in 2023, with the e-library experiencing exponential growth in visitors and usage. This surge underscores the platform's pivotal role in democratizing knowledge access. In 2023, the e-library witnessed an increase in visitors, soaring to 212,820 compared to 43,704 in 2022. Downloads surged, with 243.23GB retrieved, up from 227.95GB the previous year. This growth, representing a 6.7% increase as of October 2023, exceeded projected usage by 26%. These staggering figures show the impact of ACBF's e-library in providing individuals and organizations with valuable resources.



03

2023 IN NUMBERS

The project portfolio grew significantly, now encompassing 21 active projects, with 15 (71%) directly supporting the Strategic Plan's four Key Impact Areas and the remaining six (29%) classified as Special Programs.

The African Capacity Building Foundation Portfolio Status

ACBF launched its 2023-2027 Strategic Plan, actively expanding its project portfolio through a multidimensional approach.



The portfolio grew significantly, now encompassing

21

active projects, with 15

(71%)

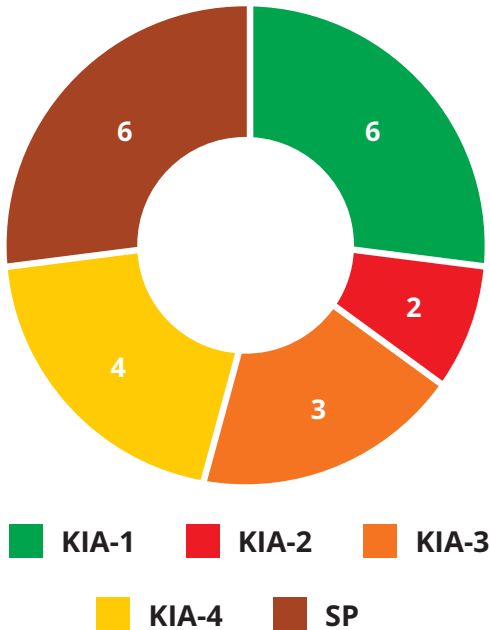
directly supporting the Strategic Plan's four Key Impact Areas and the remaining six

(29%)

classified as Special Programs.

Climate Change and Energy received the most significant allocations, followed by Economic and Social Governance, Trade, and Agribusiness & Food Sovereignty. To effectively deliver these initiatives, the Secretariat engaged 15 funding partners and over 30 implementing partners.

Distribution of Active Projects per Key Impact Area



Portfolio Performance in 2023

The Foundation prioritized maintaining human development, institutional strengthening, and knowledge service as the primary instruments and tools for fulfilling its commitments under the new Strategic Plan. In 2023, the Foundation made the following significant progress in the Key Impact Areas:



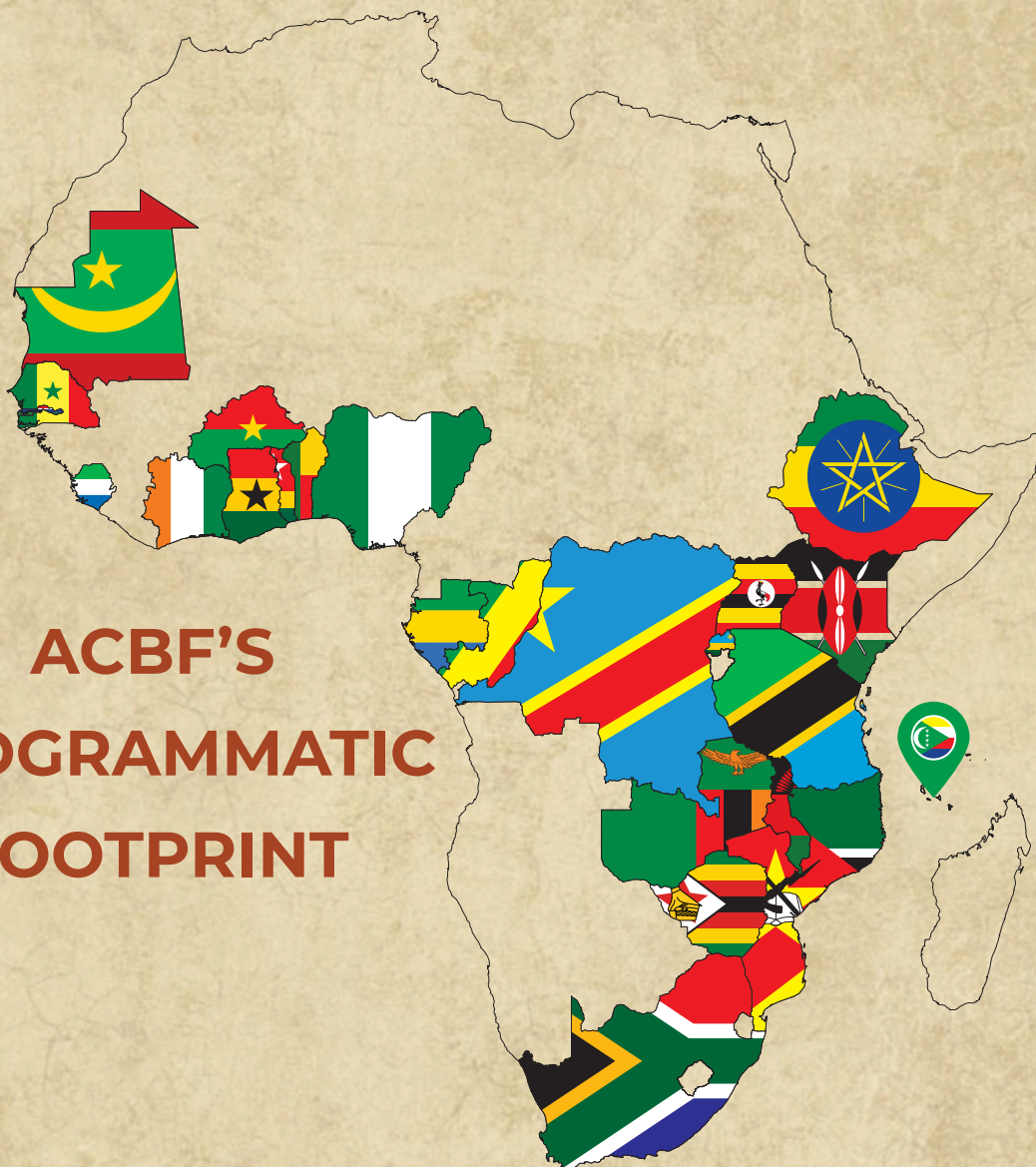
Expansion of ACBF's programmatic footprint:

The implementation of new projects and programs enabled the Foundation to expand its geographical footprint significantly, reaching over 25 countries across Africa, up from 15 countries at the start of the Strategic Plan. The distribution across African region is as follows:

- **West Africa** (Benin, Nigeria, Cote d'Ivoire, Mauritania, Senegal, Ghana, Togo, Gambia, Sierra Leone, and Burkina Faso);
- **Central Africa** (Congo, DRC, Rwanda, and Gabon);
- **East Africa** (Ethiopia, Kenya, Uganda and Tanzania);
- **Southern Africa** (Zimbabwe, South Africa, Malawi, Zambia, and Mozambique);
- **Small Island Developing States (SIDS)** (Comoros).



ACBF'S PROGRAMMATIC FOOTPRINT



**Enhanced collaboration with
critical players operating in the key
impact areas of ACBF's strategic plan:**

ACBF provides capacity-building services to key players, selected for their potential to drive transformational change across the continent.



These actors include

5 regional entities,

10 state entities,

10 think tanks, and
research centers,

25 Civils Society civil
society Organizations
(SSOs), and

15 youth and women
associations.





Enhanced participation in ACBF-supported skills-building programs covering three major topics:

Leveraged opportunities under AfCFTA (60 SME participants), capacity building in entrepreneurship for African consultants (25 participants), and tax training landscape analysis (15 tax administrators).



Optimization of systems performance and business processes of five (5) institutions:

Assisted in developing policy manuals, strategic frameworks, and operational guidelines for HESPI, ACED, ICCASA, CERAPE, and SFA.



Studies to inform program design:

ACBF conducted three (3) scoping studies on women's and youth entrepreneurial skills in agriculture and a survey on research priorities for veterinary parasitology in Africa.



Two (2) new knowledge products were added:

The Foundation developed a policy brief on factoring and a compendium of case studies on the economics of tobacco control in Africa.



Increasing Awareness of Development Priorities:

ACBF hosted two major conferences: the SMEs Conference and the Africa Think Tank Summit. Additionally, ACBF held three (3) webinar series on optimizing the AfCFTA, Africa's social protection, and demystifying intellectual property rights (IPR) in Africa. ACBF also conducted two panel discussions on agriculture and food sovereignty, climate change, and energy for productive use.



04

THE YEAR IN REVIEW

The African Capacity Building Foundation (ACBF) is a pan-African organization established in 1991 by African countries with the support of their bilateral and multilateral partners to build human and institutional capacity for Africa's sustainable development.

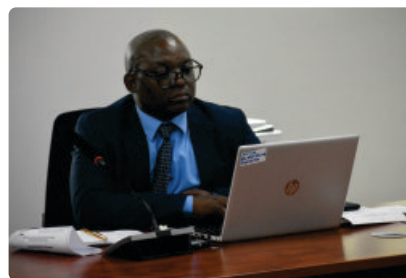
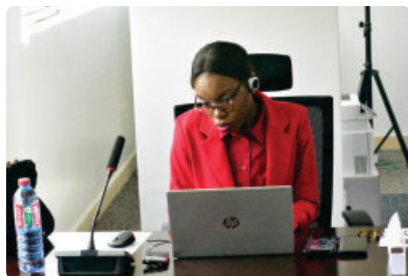
2023 IN PICTURES

The SDG Summit



AFP-TCA Digital Training







Africa Agricultural Policy Leadership Dialogue



African Philanthropy Conference



China-Africa Cooperation for Development Conference



Third Industrial Development Decade for Africa Meeting



Meeting with AUC Leadership



Meeting with Minister of Finance Zimbabwe



Retreat of the AU Council on Agenda 2063



Signing of the host country agreement with Ethiopia



9th Africa Think Tank Summit





A Snapshot of the Executive Secretary's Engagements





05

LOOKING AHEAD 2024

Looking ahead, The African Capacity Building Foundation will focus on expanding its program portfolio and reach while aligning with its Strategic Plan's Key Impact Areas.

As we implement our strategy, it is essential that we prioritize the development and implementation of the

- ACB Academy,
- Institutional Accelerator Model, and
- Knowledge Hub.

These services will be the primary offerings of ACBF, and we will design and pilot the contents of each service with the help of clear frameworks. The Foundation will strive to enhance program accountability, learning, and impact measurement through periodic progress monitoring and reporting mechanisms and rigorous assessment of completed interventions.



ACBF aims to achieve a greater impact by leveraging its strategic partnerships, highlighting our commitment to collaboration and our belief in the power of collective action. These partnerships will have a crucial role in unlocking bottlenecks for Africa's transformation. This collaborative approach will be complemented by intentional efforts to enhance internal controls and operational efficiencies by securing the right talent and necessary financial resources.





06

2023 FINANCIAL STATEMENTS

THE AFRICAN CAPACITY BUILDING FOUNDATION
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023



These ACBF audited annual financial statements cover the period January 2023 to December 2023 and provide comparative data for the prior accounting period, January 2022 to December 2022.

INDEPENDENT AUDIT OPINION

The Foundation continues to receive unqualified audit opinion from external auditors, PricewaterhouseCoopers Chartered Accountants (Zimbabwe). The independent auditors' opinion for the year was that, the financial statements present fairly, in all material respects, the financial position of The African Capacity Building Foundation as at 31 December 2023, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRS") and that, the audit evidence they have obtained, is sufficient and appropriate to provide a basis for their opinion.

THE AFRICAN CAPACITY BUILDING FOUNDATION
STATEMENT OF FINANCIAL POSITION
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 US\$	2022 US\$
ASSETS		
Non Current Assets		
Property, Plant and equipment	2,064,599	2,130,390
Right of use asset	196,995	430,437
Total Non-Current Assets	2,261,594	2,560,827
Current Assets		
Inventories	16,765	26,307
Accounts receivable	62,019	807
Amounts due from staff	132,670	207,452
Advances to projects	415,085	377,027
Other assets	291,569	462,659
Cash and cash equivalent	11,613,387	8,766,705
Total Current Assets	12,531,496	9,840,957
TOTAL ASSETS	14,793,090	12,401,784

THE AFRICAN CAPACITY BUILDING FOUNDATION
STATEMENT OF FINANCIAL POSITION (cont..)
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 US\$	2022 US\$
ACCUMULATED FUNDS AND LIABILITIES		
Accumulated funds	12,127,967	10,480,289
Current Liabilities		
Provisions	631,755	588,599
Other liabilities	1,848,090	1,028,535
Financial lease liability	10,830	236,227
Terminal gratuity	163,144	46,000
Total Current Liabilities	2,653,819	1,899,361
Long Term Liabilities		
Financial lease liability	11,304	22,134
Total Liabilities	2,665,123	1,921,495
TOTAL ACCUMULATED FUNDS AND LIABILITIES	14,793,090	12,401,784

THE AFRICAN CAPACITY BUILDING FOUNDATION
STATEMENT OF COMPREHENSIVE INCOME
 FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 US\$	2022 US\$
REVENUE		
Member states contributions	2,450,128	1,225,685
Special contributions	8,523,449	6,276,435
Other income	741,398	421,101
Total Revenue	11,714,975	7,923,221
EXPENDITURE		
Project Expenses		
Project expenses key impact areas 1-4 and programme expenses	4,783,350	5,599,486
Project and programme development expenses	2,686,691	2,551,949
Total expenditure on projects and programmes	7,470,041	8,151,435
Administration and board expenses	2,597,257	2,304,009
Total Expenditure	10,067,298	10,455,444
Excess/(deficit) of revenue over expenditure	1,647,678	(2,532,223)



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

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