



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

Our journey to success



Our mission is to build human and institutional capacity for sustainable growth and poverty eradication in Africa



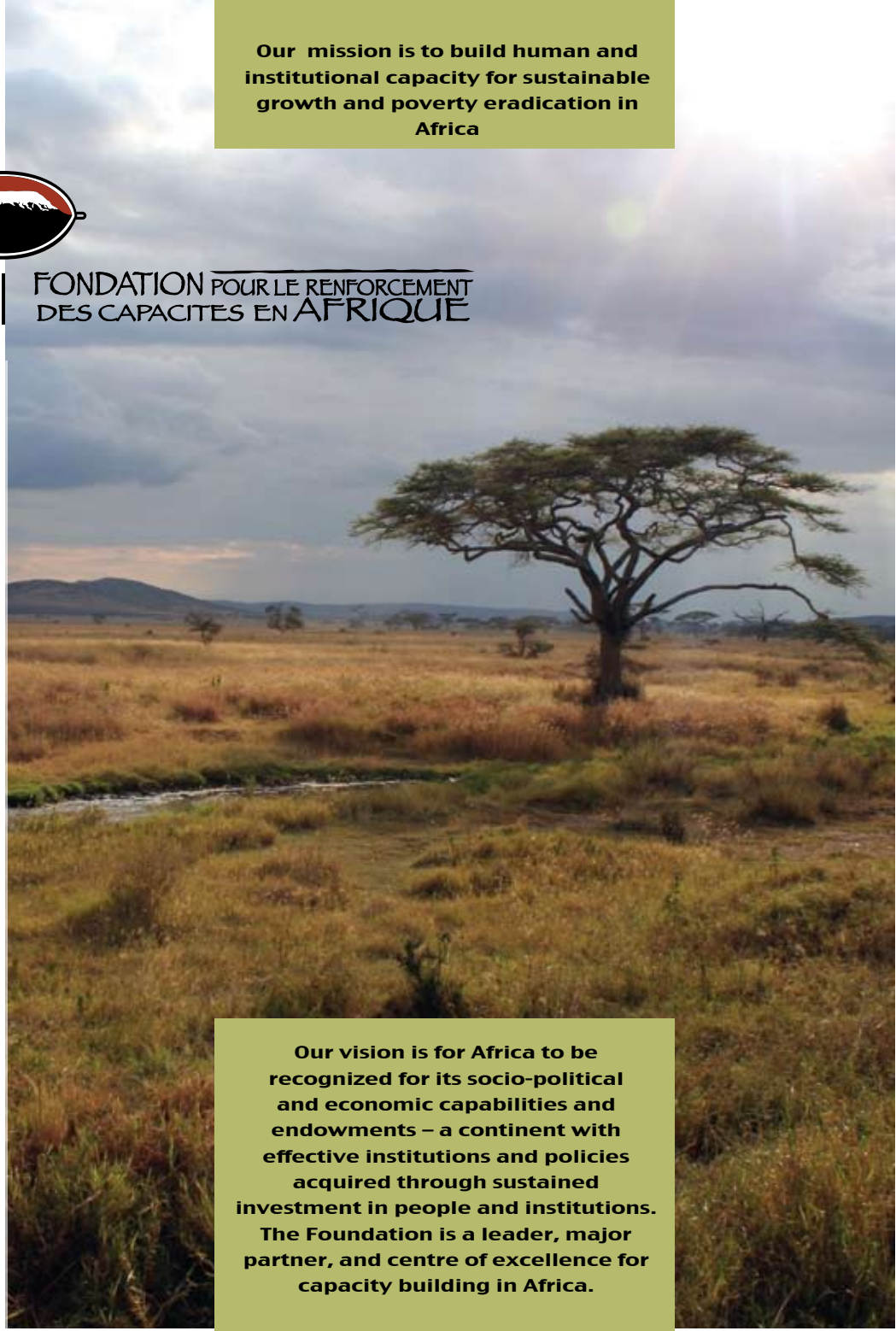
**THE AFRICAN CAPACITY
BUILDING FOUNDATION**

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DES CAPACITES EN AFRIQUE**

The African Capacity Building Foundation was established on 9 February 1991 as a response to the severity of Africa's capacity needs, and the challenge of investing in indigenous human capital and institutions for good governance leading to sustainable development in sub-Saharan Africa. Today, ACBF operates in 45 African countries and total investment over the past 20 years exceeds USD 500 million.

ACBF interventions are premised on four principles: the centrality of capacity to the development process in Africa; the critical role of a partnership and demand driven approach in tackling capacity challenges; African ownership and leadership in the capacity development process; and a systematic, sequenced and coordinated approach to the capacity development process. The Foundation's current portfolio consists of 127 active capacity development projects and programmes to which it has provided grant funding as well as technical support. ACBF also supports African countries and sub-regions with expert advice fed by its knowledge and learning activities including continent-wide research using a cutting edge methodology and building on competencies from within the continent and the Diaspora.

Our vision is for Africa to be recognized for its socio-political and economic capabilities and endowments – a continent with effective institutions and policies acquired through sustained investment in people and institutions. The Foundation is a leader, major partner, and centre of excellence for capacity building in Africa.



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Foreword

“ these milestones notwithstanding, we realise how much more remains to be done in addressing the capacity challenges in Africa

The wonder of it all

The African Capacity Building Foundation (ACBF) has made great strides over the past two decades in becoming one of the leading capacity development organizations on the continent, empowering professionals and leaders, as well as strengthening capacities of government, parliaments, civil society, private and higher learning institutions in more than 40 countries. Knowledge and skills have been addressed with the focus on development challenges like poverty, economic growth and job creation.

Through think tanks and policy units, the ACBF has supported the formulation and implementation of strategic national policies, inclusive of blueprints for development such as Botswana’s Vision 2016, Rwanda’s Vision 2020 and Kenya Vision 2030. We embrace initiatives that aim to ensure economic prosperity, political stability and social justice for all citizens.

We have also supported statistical agencies to ensure reliable collection of data for policy formulation. The Foundation has further strengthened capacities of private and civil organizations to become vibrant and robust centers of excellence so that they can effectively play a watchdog role in holding governments accountable, in order to ensure social justice and equity for all citizens. With an emphasis on ownership, we tailor our broad-based interventions to be flexible and sensitive to priorities and capacity gaps identified by our clients.

We, and our development partners, take great pride in the realisation that our investments in capacity building are flourishing. Stronger and more stable African leadership and institutions are effectively empowered to be true agents of change in accomplishing the desired incremental adjustments and differences to positively impact individual lives and establishments.

This brochure celebrates a number of the ACBFs key accomplishments. These milestones notwithstanding, we realise how much more remains to be done in addressing the capacity challenges in Africa. We therefore appeal to our governments and development partners to continue lending support to our work to help develop the sustainable capacity required for Africa’s prosperity now and in the future.

Dr. Frannie Léautier
Executive Secretary



Formulas for success

The ACBF's operations are broadly planned through **Strategic Medium Term Plans** using six core competency areas as entry points:

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

Three core area's:

1

Strengthening the public sector while supporting interface areas that enhance capacity of the private sector and civil society to impact positively on the effectiveness and quality of public policy and public service delivery including principles of accountability and transparency of the sector.

2

Building the capacity of training and research institutions enabling regional institutions to produce regional public goods to enhance regional cooperation and integration for Africa's participation in the global economy.

3

Revitalising African training and research institutions in sub-Saharan Africa with the setting up of specialised training institutions at regional level (for economies of scale) to deal with specialised skills through short term training and collaborative degree granting programmes.

Six models of engagement:

1

Start-up capital at a strategic entry point

Support through the provision of start-up funds, or for innovative ideas and activities that require a degree of piloting and testing.

2

Networking to scale

Projects and programmes are networked together or with similar programmes, and financed by other donors to achieve maximum potential.

3

Patient capital for success

Institutions are nurtured and built up to full-scale and visibility.

4

Support to dynamic oversight entities

Aid is given to oversight entities, such as dynamic parliaments, directing and strategically strengthening their capacities and helping them to become self-sustainable.

5

Partnerships for policy and learning

Organizations focused on policy and learning are supported in efforts to attract other donors to partner with the ACBF to bring about greater results.

6

Leveraging partnerships for capacity development implementation

Through methods of sharing best practices, co-financing for mutual benefit enables the leveraging of resources and in capacity development interventions.



“learning by doing



Nothing breeds success like success

Over the past 20 years, ACBF has been associated with a number of successes in capacity building in Africa, without necessarily achieving the commensurate visibility. The Foundation has also learned a number of lessons. One of these is that despite mounting pressure for measurable and predictable results, a diverging perception remains of what really represents results according to programme and project holders, countries, and regional economic communities. Documenting results is our way of accounting for results that may not have been predicated at planning level. There is however, still apathy present among development partners.

The examples highlighted in this book have been presented along the following themes:

- **Policy research for evidence-based policy making**
- **Building capacity for debt management**
- **Strengthening of public sector, private sector and policy dialogue**
- **Revitalizing higher education, training and research institutions in sub-Saharan Africa**
- **Strengthening legislative accountability**

Developing policy research

The Institute of Policy Analysis & Research – IPAR:

Rwandans get grounded

IPAR has successfully rooted itself as a central platform for public debate in Rwanda through the delivery of high quality and credible research to facilitate informed policy and decision making. Robust analytical work is focused on how best to improve the lives of ordinary Rwandans, enhanced by the provision of a forum for government, academics and opinion leaders to discuss the challenges facing Rwanda. The establishment by the IPAR of the Economic Policy Research Network to build capacity amongst government employees and academics, and training and research projects, has expanded to include staff from ministries, and university graduates.



Household Enterprises:

Agenda-setting research by IPAR revealed that the enormous potential of Household Enterprises, such as sole trader and hawkers businesses, was at risk of being ignored. The research highlighted the impressive growth of this sector, generating an additional 427, 873 jobs between 2000 and 2006, thereby tackling poverty.

As a direct result of IPAR's research the Government has acknowledged the need to actively involve small businesses closer to the centre of economic growth dialogues.

Population Growth Deliberative Forum

The 2011 Population Growth Deliberative Forum focused on Rwandan population growth and issues of demographic changes and the implications of such on economic growth and poverty reduction.

The outcomes helped develop a range of recommendations that will feed directly into the Ministry of Finance and Economic Planning as they develop their implementation strategy.

Botswana Institute for Development Policy Analysis – BIDPA:



Supporting Botswana's national vision

BIDPA's capacity work has resulted in the training of five PhD, and one Master's degree scholars.

Under the research component, BIDPA has commissioned studies on Monitoring Implementation of Vision 2016 and Economic Diversification Options for Botswana for the African Development Bank (AfDB).

The overall achievement of the Institute's products and services, both within and across programmes indicate an improved quality of public policy decisions, increased knowledge of policy options by government officials and other stakeholders, and increased human capacity enabled by formal training.

Centre d'Analyse des Politiques Economiques et Sociales – CAPES:

Burkina Faso invests in human capital

CAPES has consistently produced incremental results through an exhaustive number of studies, working papers, training workshops and seminars, and its information and documentation centre. Through its networks and partnerships, CAPES contributes to the promotion and inspiration of national expertise.

Impact: *Beyond quantitative results, the activities of CAPES have impacted the perception of policy makers, academia, civil society and the private sector, which now recognizes the critical role capacity building plays in the socioeconomic development process of Burkina Faso.*



CAPES has also motivated the inclusion of capacity building in the revised Poverty Reduction Strategic Framework (PRSF) as a result of an assessment study on the impact of government's actions on poverty reduction.

Outcome: *PRSF tasked CAPES with supervising the design of a capacity development benchmark.*

As the Research Technical Institutions coordinator, CAPES has contributed to the report included in Burkina Faso's evaluation process for the African Peer Review Mechanism (APRM), as well as the Accelerated Growth and Sustainable Development Strategy which aims to develop the country's policy process.

- Under the influence of CAPES, Burkina Faso adopted a Capacity Building National Policy that will bring coherence and impact to capacity development programmes.
- CAPES has worked in collaboration with the World Bank Institute for the development of the Capacity Enhancement Needs Assessment (CENA) method; the International Development Research Centre (IDRC) within the Micro Impacts of Macroeconomic and Adjustment Policies (MIMAP) network; the OECD Development Center; the Danish Embassy; and the AfDB.

Centre for Policy Analysis – CEPA:

Accelerating Ghana's growth and prosperity

As one of the leading economic policy institutes in Ghana and one of the first policy units to be established by ACBF in 1992, CEPA has contributed immensely to macroeconomic policy formulation and analysis efforts in Ghana. A few of the institute's achievements include:

- **Monetary Policy Rate:** CEPA's policy research, recommendations and advocacy led the Central Bank of Ghana to review the Monetary Policy Rate (MPR). As a result, in April 2010, the MPR was reduced by 350 basis points from 18.5% to 15% per annum.

CEPA's inflation forecasts prompted the decision by the Monetary Policy Committee of the Bank of Ghana to hold the MPR steady at 13.5% p/a from September 2010. These reductions have brought stability and an improved business environment to the country.

- **Accelerated Growth Strategy:** Through CEPA's research and policy analysis, a pro-growth development strategy based on a geographical/ecological belt-by-belt demarcation was established. This approach refocused the National Development Strategy along the Guinea Savannah, Forest and Coastal Belts.

This innovation has helped in assuring the targeting and responsiveness of government's development interventions to the specific needs of beneficiaries along geographical lines as opposed to political demarcations.



VOICES FROM THE GROUND

Economic and Social Research Foundation (ESRF):

Leading Tanzania to regional integration

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The ACBF is important because of its ability to link the think tanks in Africa beyond the East African Community, COMESA and SADC, so that an economy such as Tanzania can position itself to become competitive within the region.

We need an understanding of what is happening on the continent – and of course beyond it. The role of emerging economies such as Brazil, China and India is also important, as are studies on regional integration and trade.”

(ESRF, Dr. Lungelo)

Centre d'Études et de Renforcement des Capacités d'Analyse et de Plaidoyer (CERCAP):
Striving to contribute to the capacity development agenda of Mali

“

Established in 2004, CERCAP quickly became an important player in Mali. At the time, the private sector, civil society and public administration had no programme for capacity strengthening in any domain, particularly in the field of formulation, application and follow up, and evaluation of public development policies. These comprise the entire spectrum of development activities where a blind approach had been taken.

Today, there is not one development sector in Mali - private, civil society or public administration - that does not benefit from the strengthening capacities of CERCAP. In all activities we lead efforts for the strengthening of capacities. Such actions are carefully planned in response to the needs of capacity strengthening.”

(CERCAP, Macalou)

Deepening research to establish viable institutions

The Ethiopia Commodity Exchange – ECX:

The Ethiopia Commodity Exchange (ECX), the first of its kind in Africa, opened in April 2008. Its vision is to revolutionize Ethiopia's tradition-bound agriculture through a new marketplace that serves the entire commodity value chain, including: farmers; traders; processors; exporters; and consumers. The ECX is a unique partnership of market actors, the Members of the Exchange, and its main promoter, the Government of Ethiopia, together representing the future of Ethiopia: To bring about integrity, security, and efficiency while creating opportunities for unparalleled growth in the commodity sector and its allied industries, such as transport and logistics, banking and financial services.

Before ECX, Ethiopian agricultural markets had been plagued by rising costs and high risks of transacting, forcing much of the country into global isolation. With just one third of output reaching the market, commodity buyers and sellers tended to trade only with those they knew, and on the basis of a visual inspection. The uninformed small-scale farmers, who produce 95 percent of Ethiopia's output, were therefore at the mercy of local merchants and unable to negotiate better prices or reduce market risk.

ECX provides all commodity players with fair and efficient security processes for: handling; grading; storage; offer matching and bids for commodity transactions; with a risk-free payment and goods delivery system to settle transactions. The trust and transparency that ECX has motivated is through aggressive market data dissemination to all market actors with clearly defined rules for trading, warehousing, payments, delivery and business conduct, supported by an internal dispute settlement mechanism.



EDRI's research gave strength to the government to establish ECX

The ACBF connection

The ACBF contributes to the ECX via the Ethiopian Development Research Institute (EDRI), which was established with the objective of applying research engagements that have meaningful relevance to economic policy making and policy implementation in Ethiopia.

ACBF supports EDRI under four main components:

- Institutional and Human strengthening,
- Research,
- Information dissemination, and
- Networking.

The EDRI has, through the ACBFs involvement, been enabled to conduct comprehensive research and policy analysis and thereby positively respond to government needs and requests on policy and strategic matters. Its research engagements are focused on agriculture and rural development, macro-economic issues, economy-wide and sectoral modeling, poverty and sectoral development.

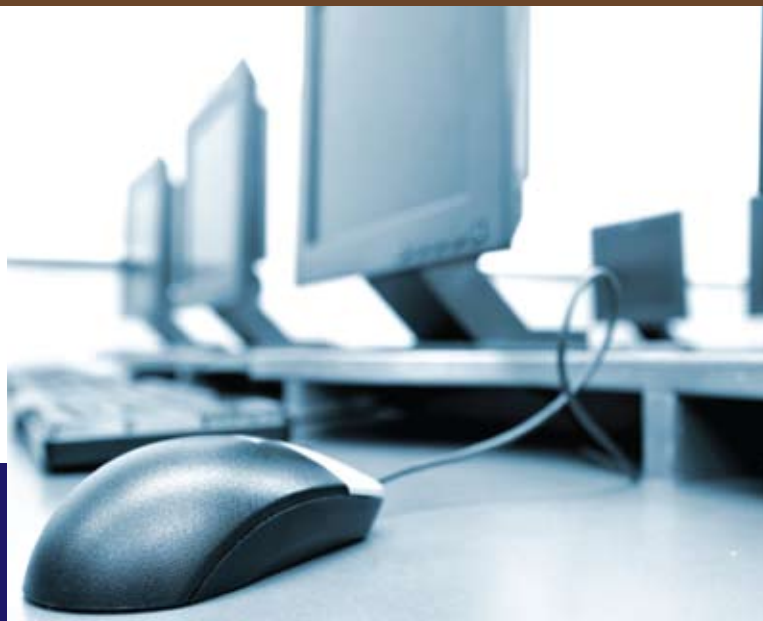


Building capacity for debt management

The ACBF has been supporting Financial Management and Accountability with a focus on enhancing transparency in the management of public resources, by providing training in key macroeconomic and financial management functions, as well as technical advisory services in debt management and central bank operations. Three regional projects, namely MEFMI, WAIFEM and Pôle Dette and have contributed to financial management of public resources by assisting governments to:

- Reform the legal and institutional framework for public debt management, thereby strengthening the coordination between management of public debt and budgetary and monetary policies; and
- Strategically manage the organisations' public debt monitor and evaluate public debt management, along with improvement of debt governance.

Increased professional effectiveness benefits organisations in managing its debt policies, resulting in optimal performance



Pôle Dette: Mastering Public Debt Management for Development Results

The Debt Management Capacity Building Program, also known as “Pôle Dette”, was initiated by the Training Centres of the Central Bank of West African States (BCEAO) and the Bank of Central African States (BEAC) and hosted at the headquarters of BEAC in Yaoundé. The Program was created to provide a solution to the difficulties encountered by several countries in the management of their public finances and to promote the implementation of consistent and sustainable policies designed to assist them in managing their debts.

Major effects of the program have been identified as:

- Steady ownership of best practices in public debt management by beneficiary countries in the areas of reform of the legal and institutional framework for public debt management; strengthening coordination between management of public debt and budgetary and monetary policies; strategic and operational management of public debt; and monitoring and evaluation of public debt management, along with improvement of debt governance.
- Adoption in 2007 by CEMAC and UEMOA and in 2008 by the Comoros of the Regulation related to the Reference Framework for Public Debt Policy and Public Debt Management; this regulation makes it a requirement for the Minister of Finance to disclose the country's current and planned debt commitments at the annual economic policy presentation to Parliament
- Professionalisation of staff in charge of daily operations of public debt management;
- Progress achieved by beneficiary countries in debt management, resulting in a drastic reduction in, and enhanced accuracy of, debt balances.

Pôle Dette's activities initially targeted the 6 Member States of the Economic and Monetary Community of Central African States (CEMAC) and the 8 Member States of the Economic and Monetary Union of West African States (UEMOA). The Program eventually welcomed other countries such as Burundi, Comoros, the Democratic Republic of Congo, Guinea, Mauritania, Rwanda and Sao Tomé and Príncipe.

The Macroeconomic and Financial Management Institute of Eastern and Southern Africa – MEFMI:

Cost-effective interventions

MEFMI works to build sustainable human and institutional capacity within Central Banks, Ministries of Finance and Planning Commissions; to foster best practices therein; and bring emerging risks and opportunities to the fore among executive level officials. The ultimate expected capacity building outcomes of MEFMI are sound macroeconomic management, competent and efficient management of public finances, sound and efficient financial sectors, and stable economies with strong and sustained growth.

Over the years, MEFMI has successfully provided short-term training which has created a pool of regional specialised experts known as MEFMI Fellows, of which there were 95 by end 2009. It has also offered demand-driven training and institutional support to its 13 member countries while creating the ability to combine regional and international experts in the delivery of capacity building initiatives.

Some of its activities have resulted in:

- Improved quality of decisions by policy makers, allowing them to make informed choices.
- Raised awareness on topical and emerging policy issues within most client institutions:
- Increased impact on networking with other similar institutions in the region: and
- Participants sharing regional experiences and networking with colleagues in the region.

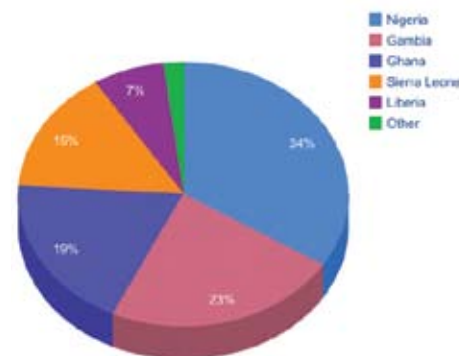
“MEFMI’s outputs have grown in quantity, quality and utility. It has created a large pool of regional expertise which is critical for the delivery of cost-effective interventions. The fruits of MEFMI’s intervention have shown that there is a growing ownership of capacity building processes as well as growing assimilation of home grown development policies and programmes.

West African Institute for Financial and Economic Management – WAIFEM:

Developing skills for economic management in sub-Saharan Africa

The creation of WAIFEM by the central banks of Gambia, Ghana, Liberia, Nigeria and Sierra Leone in 1996, was intended to chart a new course for economic management in the sub-Saharan region. WAIFEM’s mission is to develop, on a sustainable basis, the expertise of senior/executive officials in public, parastatal and private sector agencies, who are responsible for the management of debt, finance and macroeconomics.

From 2006 to 2010, WAIFEM engaged 4,989 participants in a total of 180 short-term courses. By 2010, 30 short-term courses were attended by 823 delegates, of whom 81% (664) were males and 19% (159) females. During the same year, the distribution of participants by country of origin was:

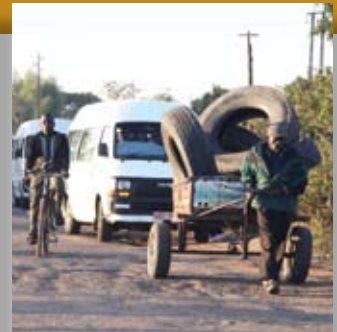


The majority of the participants were drawn from Ministries of Finance and Planning (43%), followed by participants from Central Banks (32%) and other Public and Private Sector organizations (26%).

Strengthening of Public Sector, Private Sector and Policy Dialogue

'Professionalisation of the Voices of the Private Sector and Civil Society' plays an integral part in the ACBF's ability to create dialogue opportunities and spaces for innovation and creativity. Interface projects allow the development of capacity for dialogue space, leading to the inclusion of civil society and the private sector in the national development of policies and democratic political space with a focus on development policy and programmes, good governance, sustainable growth and poverty reduction.

Key achievements in this area have been the ability of civil society organisations to discuss issues, creating and refining interaction skills between public sector and civil society. Through various private sector umbrella bodies, a key result has been the realisation by this sector of the role of business in national economic development.



Institute of Democratic Governance – IDEG

promoting dialogue

platforms for the inclusion of the Citizen Voices in Ghana

The IDEG plays diverse roles in promoting the participation of civil society and other non-state actors in the pursuit of democracy and good governance, economic growth and poverty reduction, and equitable development in Ghana. In 2003, IDEG, in partnership with the ACBF, launched a four-year Interface Capacity Building (IDEGCAP) Project aimed at empowering citizens and non-state actors to influence public policy decisions and their outcomes. Three major dialogue platforms were created including raising the profile of another:

Governance Issues Forum (GIF) ... is an integrative participatory mechanism, designed to promote the participation of citizens in decision making and development planning at local and national level. Since inception some 1 000 citizens have been trained in public deliberation methodologies, lobbying and advocacy, dialogue and policy engagement.

The Civic Forum Initiative (CFI) ... is a broad coalition of civil society actors with membership drawn from advocacy NGOs, policy think tanks, faith-based organisations, community based organisations, youth groups, labour organisations, gender groups, and individual citizens. Its objective is to ensure peaceful and credible electoral management through active community and citizens' participation, and collaboration with relevant state institutions to foster national cohesion in Ghana.

The Growth and Poverty Forum (GPF) ... is a group of civil society and private sector organisations that serves as a platform for active engagement on national development priorities between policy makers, development partners and non-state actors. It convenes technical committee meetings on thematic areas of national development, in order to review development policy proposals and make recommendations to government.

The National Consultative Group (NCG) ... is composed of individual NGOs and networks in Ghana, working with the government to formulate legislation to govern the operations of NGOs. As a result of its efforts, the Non-Profit Organisations (NPO) Bill is currently being drafted by the Ministry of Justice.

Projet de Renforcement des
Capacités de la Société Civile
dans la Prévention et la Gestion
des Conflits en Afrique Centrale –
PREGESCO

spaces for peace building in Central Africa

The main goal of PREGESCO is to strengthen the capacity of government and civil society in processes of peace building and conflict prevention. To date, the programme has:

- Established a network of civil society organisations in eight countries including Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Gabon and Rwanda, aimed at strengthening the connectivity between civil society groups in order for them to play a central role in raising crisis awareness
- Trained 200 members in election monitoring
- Facilitated workshops in conflict monitoring and analysis to ensure heightened awareness and knowledge of the early warning and response systems at national and regional level.

8

focal points
have been
created by
PREGESCO
to forge
partnerships
between
civil society
and national
governments



Centre for Corporate Governance – CCG:

Governance and leadership in Kenya's private sector

The CCG is an independent NGO whose main goals are: to build indigenous capacity in corporate governance analysis and management; promote the use of local expertise to reverse the brain drain; and build capacity in the field of governance and leadership of the private sector. Among its notable achievements:

- In collaboration with the African Development Bank, the Government of Rwanda, the West African Bankers Association and Centre Africain d'Etudes Supérieures en Gestion [CESAG], the CCG has been able to formulate training courses which are more appropriate to regional needs.
- The Centre has developed curricula for the Master of Business Administration (MBA) and LL.M degree programmes and the Postgraduate Diploma in Corporate Governance for adaptation and implementation by collaborating universities and institutions of higher learning. These programmes have been adapted for teaching at the Eastern and Southern Africa Management Institute, ESAMI (Executive MBA), University of Nairobi (Thematic LL.M) and the KCA University (Executive Postgraduate Diploma).

Research and development achievements are underscored by:

- Six main research studies in corporate governance and management practices in both Kenya and ACBF-supported institutions in Eastern, Central and Western Africa.
- Regional studies for the United Nations Economic Commission for Africa (UNECA); the African Development Bank (AfDB); and the NEPAD Secretariat.
- The development and dissemination of seven guidelines on corporate governance principles and practices for the Kenyan government.
 - Four research studies and three case studies financed by the ACBF during the third quarter of 2011 were disseminated through a peer-review Conference. Arising from these studies, the Centre is now finalising three codes of best practice in corporate governance.

10

heads of leading corporations trained



Zimbabwe Women's Resource Centre and Network – ZWRCN:

With collaboration of government, civil society and development partners, Zimbabwe has implemented a Gender Budget to reduce inequalities and promote gender sensitive development policies for the improvement of the welfare of women, children and men.

Facilitated by the ZWRCN, the Ministry of Women's Affairs, Gender and Community Development, along with the Ministry of Finance has fully adopted Gender Budgeting as a national gender streaming tool.

The ZWRCN has produced a number of publications and has brought together key stakeholders, providing awareness and knowledge of gender budgeting.

The institutionalization of a network of gender budgeting groups and individuals in the form of Zimbabwe Gender Budgeting Network (ZGBN) has enabled the integration of gender budgeting into the budget call circulars between 2008 and 2010, whereby all ministries, departments and agencies (MDAs) are asked to ensure integration of gender considerations in the formulation of budgets.



The gains made under the GB project are sustainable because the interest in the gender budgeting process as an effective gender mainstreaming and equality promotion tool for Zimbabwe is immense

The ACBF connection

In April 2006, the ACBF Executive Board approved US\$1-million over a three-year period, to a partnership between ACBF and ZWRCN towards the GB project. The ACBF and a number of development partners thus provided invaluable support for the implementation of the GB project. Other donors included: Department for International Development (DFID), United Nations Development Program (UNDP), Christian Aid, Progressio, United Nations Children's Emergency Fund (UNICEF), United Nations Population Fund (UNFPA) and United Nations Economic Commission for Africa (UNECA).



Projet de renforcement des Capacités de l'Union des Journalistes de l'Afrique de l'Ouest – PRC-UJAO: The West African Journalists Association (WAJA)

Culture of Media Excellence

The goal of PRC-UJAO – WAJA is to strengthen the institutional and human capacity of journalists in West Africa, to promote democracy and ensure participatory governance, accountability and transparency in ECOWAS member countries as well as to foster the emergence of a critical mass of high calibre media professionals for the establishment of a culture of excellence in the sub-region.



Important achievements:

Together with the Media Foundation for West Africa (MFWA), WAJA has motivated the formation of the West African Editors Forum (WAEF) and the Federation of African Journalists (FAJ).

ECOWAS Ministers of Communications and Information adopted a Regional Freedom of Expression Act, jointly submitted by WAJA in partnership with Media Foundation for West Africa (MFWA) and Media Rights Agenda (MRA).

Media professional organisations in Senegal and Ghana are now working efficiently with requirements such as the allocation of press cards, based on specific requirements and self-regulatory mechanisms.

Nationally WAJA has trained 532 journalists and media workers. Regionally 242 journalists have been trained as trainers. 125 WAJA trained journalists are now qualified to be part of the pool of trainers whom the PRC-UJAO hires for national programmes.

Projet de Renforcement des Capacités des Réseaux des Femmes pour Lutter contre la Pauvreté en République du Cameroun – CAREF:

Empowering Women's Organisations

CAREF project was developed to address institutional and human capacity, as well as to enable women's organisations to interface with the public and the private sector while improving performance vis-à-vis their stakeholders. The implementation of this project led to substantial outcomes and more visibility for women's umbrella bodies as well as for the Cameroonian project. More than 40 training sessions were organised for some 853 women. Topics included: the application of the texts on law protecting women; associative management; IEC; gender and politics; techniques and communication analysis; lobbying; advocacy; result based management; public life; and citizenship. Training sessions were also conducted on the application of the texts of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

“ **One success case study is Buy'n Sellam, a network of small women retailers. They are an essential part of Cameroon running small enterprises. Through its workshops, CAREF teaches such women stock management, savings, and the importance of networking.** ”

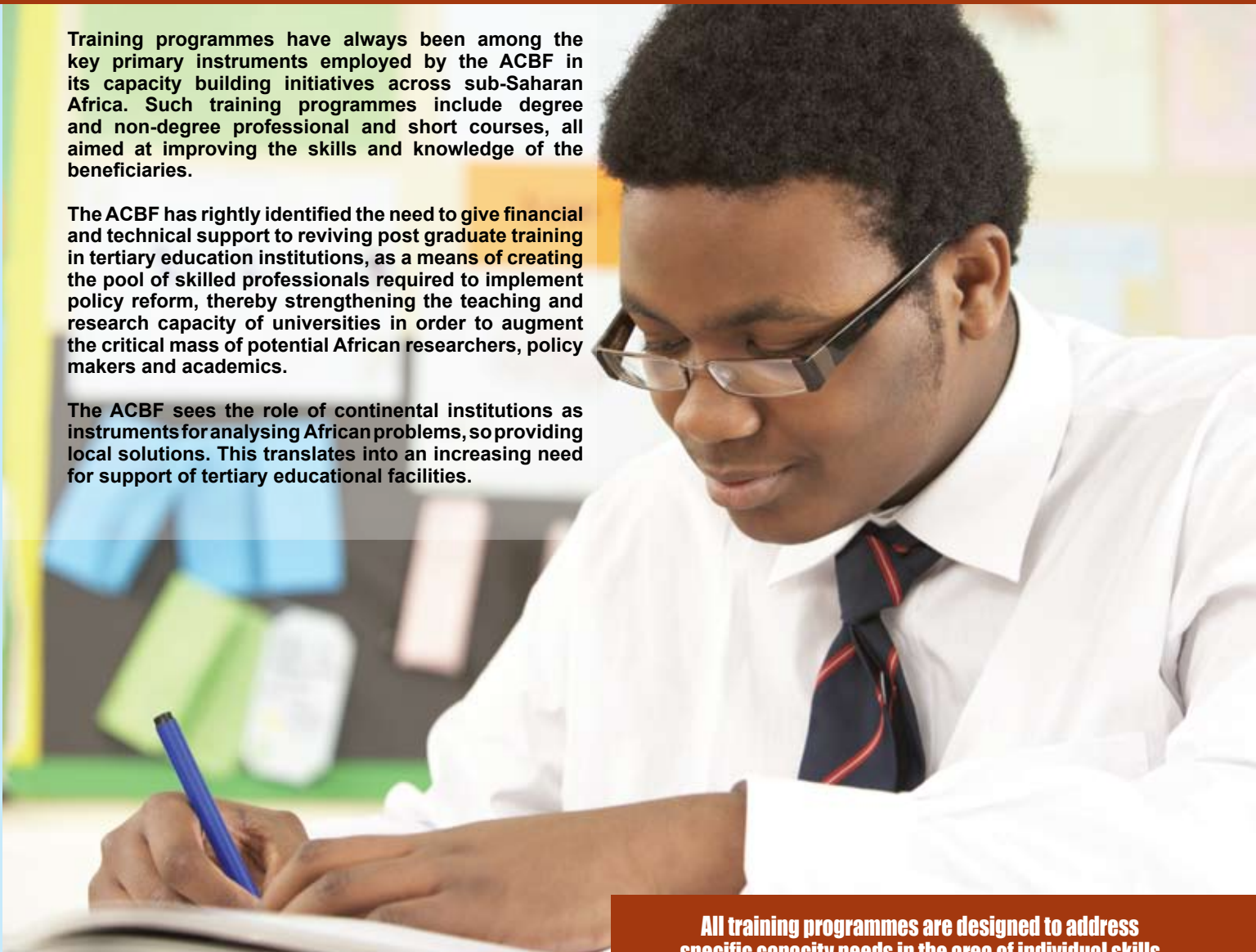
Another success study relates to the training addressed at notaries and registration officers. Through workshops CAREF has been able to sensitise its stakeholders on the laws in Cameroon which are biased against women, and has also advocated for the implementation of the Convention of the Elimination of all Forms of Discrimination against Women”.

Revitalising higher education, training and research institutions in sub-Saharan Africa

Training programmes have always been among the key primary instruments employed by the ACBF in its capacity building initiatives across sub-Saharan Africa. Such training programmes include degree and non-degree professional and short courses, all aimed at improving the skills and knowledge of the beneficiaries.

The ACBF has rightly identified the need to give financial and technical support to reviving post graduate training in tertiary education institutions, as a means of creating the pool of skilled professionals required to implement policy reform, thereby strengthening the teaching and research capacity of universities in order to augment the critical mass of potential African researchers, policy makers and academics.

The ACBF sees the role of continental institutions as instruments for analysing African problems, so providing local solutions. This translates into an increasing need for support of tertiary educational facilities.



All training programmes are designed to address specific capacity needs in the area of individual skills and institutional strengthening, in order to advance development management at the national and regional level in sub-Saharan Africa.



individual skills and institutional strengthening



Revitalising higher education, training and research institutions in sub-Saharan Africa

Supporting training and skills development

ACBF has learnt invaluable lessons in the course of supporting training and skills development on the continent. Notably:

- The crucial role of African ownership and leadership in the institutional development process.
- The centrality of capacity development, and the need therefore for greater effectiveness of academic institutions to enable them to nurture pools of qualified expertise.
- The critical role of partnerships in addressing institutional capacity challenges.
- The long-term nature of capacity development interventions in African institutions of higher learning.

ACBF's support for short-term training courses and collaborative and professional degree-granting programmes has contributed to building the individual capacities of thousands of African professionals, many of whom are now employed by agencies involved in economic fluctuations and occupy key decision-making positions.



Tertiary Education

Women's University in Africa Capacity Building Project – WUA:

The Women's University in Africa, based in Harare, Zimbabwe, derives its name and mission from the university's sole objective: to address gender disparities by catering for mature - over age 25 - African women who have been educationally disadvantaged.

The ACBF's timely and relevant grant was instrumental in keeping the doors of the university open at the peak of Zimbabwe's macroeconomic crisis, when it faced enormous challenges and constraints around staff retention, networking with other institutions and access to information and communications technology. The ACBF's support played a key role in attracting the recognition and financial support of other stakeholders.

Part of its success lies in the flexibility of its demand-driven courses which have been enhanced with the introduction of evening, weekend and holiday block classes, plus Open Distance Learning modules. Further accolades must be given to the improvements made to its teaching and learning environment by facilitating the upgrade of lecturing skills and competencies, its ICT equipment and other important tools.

The WUA has been able to sustain an average annual enrolment of 1500 students with a graduation average of 95 percent. A pilot tracer study proves that WUA has achieved its mission of empowering its alumni politically, economically and socially. WUA's success is attributed to its committed and visionary co-founders, sound and effective governance and management structures, as well as its market niche of students and flexibility of programmes.

The ACBF has contributed to the retention of African graduates and has limited the occurrence of the "brain drain" that often occurs with other training models, such as scholarships in developed countries

Economic Policy Management programmes (EPM):
Ghana;
Uganda;
Cameroon;
Cote d'Ivoire;
Democratic Republic of Congo;
Mozambique;
and Zambia.

Professional Degree Granting

Growing professional expertise

In view of the greater economic management needs in sub-Saharan Africa, the ACBF launched its Economic Policy Management Programme (EPM) in 1994 in partnership with the World Bank.

The first EPM programme was initiated in 1992 by the World Bank with funding from the Government of Japan through the Joint Japan/World Bank Graduate Scholarship programme. In view of the greater economic management needs in sub-Saharan Africa, the ACBF launched its EPM Program in 1994 in partnership with the World Bank.

The programme aimed to provide training in EPM at the Master's Degree level and targeted mid-career policy advisors and managers. The training was initially delivered by two off shore institutions; McGill University in Montreal, Canada and Centre d'Etudes et de Recherches sur le Développement International (CERDI) of Auvergne University at Clermont-Ferrand, France.

From 1998, the EPM programme transferred to Africa Partner Universities (APUs); University of Ghana, Legon and Makerere University, Uganda for Anglophone countries, and University of Yaoundé II, Cameroon and University of Cocody, and Cote d'Ivoire for Francophone countries. Currently the programme is offered by seven universities, in three additional countries: Democratic Republic of Congo; Mozambique; and Zambia.



The Master's Degree in Banking and Finance at the Centre Africain d'Etudes Supérieures en Gestion – CESAG:

The Master's Degree in Banking and Finance Program at CESAG was designed to improve the efficiency of African banking and financial sectors and to aid in strengthening management of the financial economy by providing training equivalent to international standards.

The quality of its funders, and pedagogical agreements with other international institutes have stimulated a world-class training environment with a strong international reputation. It has earned a number of distinctions, including an Excellence Award from the West African Economic and Monetary Union, and a ranking as the Best Training Programme in Banking and Finance in West Africa from the journal *Jeune Afrique*.

In addressing the emerging needs of the banking and financial sectors of the continent, the majority of CESAG graduates have either entered, or been able to advance their careers. Since its inception in 2001, the programme has been a major contributor to a growing pool of well-qualified managers.

Its low costing structure makes it affordable and accessible to a much larger range of candidates in financial management. The insertion rate is very high with 60% of the students gaining employment before graduation. On average, 95 percent are employed within six months.

The modernisation of the banking sector in recent years has created an enabling policy environment, which provides opportunities for CESAG's MBF graduates to apply their knowledge and influence changes in the efficiency of the financial and banking sectors, both in public and private institutions.

Makerere University – EPM Makerere:

The objective of EPM-Makerere is to **train a critical mass of policy analysts and managers** with sound macroeconomic, microeconomic and analytical techniques to address the challenges of the lack of human resources capacity in economic policy development, analysis and management and achieve rapid economic growth.

The total number of enrolled students since the programme's inception is 470, of which 389 (92%) graduated at the end of Phase III. The 3rd group (2008/09) and 49 students in the 4th (2009/10) graduated in January 2011.

EPM-Makerere conducted an alumni tracer study in 2009/2010 covering all students up to 2008/09. According to the findings of the mid-term review, out of 250 tracer study respondents, 48% are employed by the government, 24% by private sector and 25.6% by international/regional organisations, non-governmental organisations and universities/research organisations. Alumni are engaged in various areas; 43.7% in finance (public and private) followed by 13% in the peace and governance sector and 11.3% in post-secondary education.

The EPM Training Program at the University of Cocody in Abidjan:

The University of Cocody in Abidjan has offered a Diploma in EPM Studies for 11 years. More than 624 public and private sector executives, from 12 African countries, have benefited from the human capacity development activities of the programme, 50% of which are from Ivorian administrations.

More than 90 percent of graduates work in the public sector; and almost all ministries in the WAEMU (West African Economic and Monetary Union) employ EPM graduates, as do international institutions, business intelligence practices, and the Presidency and Prime Ministry.

The programme has had a significant impact on the career profile of 83,9 percent of graduates with evidence of improved productivity and increased opportunities for employment in national and international institutions.



Directory General for Budget and Finance

11 EPM graduates joined the Directory General for Budget and Finance to address a skill gap in the area of EPM. Their success has been noted on two levels:

On the organizational level, graduates are able to design and formulate economic and financial policies, notably thoroughly-designed macroeconomic and budgetary frameworks.

On an individual level, some agents have achieved promotions, two of which were promoted from Auditor and Inspector Auditor in the Section of Public Expenditures Review”.

“ More than 40% of the auditors who participated in the EPM have been promoted immediately after their training.

**Case Study
Success**

VOICES FROM THE GROUND

**University of Yaoundé II – EPM
Cameroon**

**Creating skilled professionals to develop
the continent**



The impact of the EPM programme can be subdivided in two parts: There is the direct impact on the training of the people that we receive; and the indirect impact on the strengthening of institutions. On strengthening human capacity, we have already trained 390 students, of which 20% are women, in 10 countries, namely Cameroon, Congo, Central African Republic, Chad, Gabon, Djibouti, Rwanda, Burundi and The Comoros. So what has been the impact of this training? How does this person change the attitude in the Ministerial office? Does this person work better than before? Does this person contribute towards the improvement of the quality of decisions?

We have observed that many of the people, upon returning to their respective offices, change their behavior. They improve the quality of public sector decisions and one can see these results as these people generally tend to be promoted. People do recognise that their promotion and the quality of work are due to the fact that they were trained here.

The second element in measuring the impact of EPM is how these people are utilized and how they are assessed in terms of how well they work. The Central Banks support us to the tune of 20% and they have told us that since we have been training civil servants, the manner in which negotiations between the World Bank and Africa are conducted has changed. Before the institution of EPM in Africa, the players of the World Bank dominated the negotiations. Today, with the knowledge that we give the civil servants that go through our programme, not only in Cameroon but all the EPM Programs in Africa, the World Bank recognises the presence of the negotiating committees and there is therefore a change in the manner in which the World Bank negotiates with Africa today.

Professor Roger Nanfosso

Revitalising higher education, training and research institutions in sub-Saharan Africa

Public Sector Management Training Program – PSMTMP:

In 2003, recognising the need to strengthen the skills required for effective public sector management in Africa, the ACBF undertook a study on the critical roles the public sector needs to engage in response to the economic, political and social reforms being undertaken by African countries.

Launched in 2006, the PSMTMP, through the support of ACBF, delivered four institutes of higher learning in Sub-Saharan Africa: Ghana Institute of Management and Public Administration; Africa University, Mutare, Zimbabwe; Ecole Nationale d'Administration and Université Omar Bongo, Gabon; and Ecole Nationale d'Administration, Senegal.

The PSMTMP is successfully addressing the need for highly trained managers to be capable of responding to the increasingly complex demands of the implementation of the new and emerging development frameworks such as the Millennium Development Goals (MDGs). Such new realities have caused an urgency to reform, not only the public sectors of African countries, but more fundamentally, the approach to public sector management.

“ PSMTMP/GIMPA has graduated five cohorts of participants and has provided academic and professional training to 175 senior public servants from Anglophone West Africa. Of these 147 participants received scholarships from ACBF and 28 were on fee-paying basis. Of the student body 22.3% - Nigeria, 15.4% - Liberia, 14.3% -Sierra Leone, 32% - Ghana and 16%

The Gambia

PSMTMP emerges as a contributor to regional cooperation endeavours in West Africa

Four Institutes of Public Administration (IPAs) participate in the PSMTMP in Ghana: the Centre for Management Development (CMD) in Nigeria; Liberia Institute of Public Administration (LIPA) in Liberia; Management Development Institute (MDI) in The Gambia; and the Institute of Public Administration and Management (IPAM) in Sierra Leone. The PSMTMP/GIMPA (Ghana Institute of Management and Public Administration) has provided all IPAs with computers and office equipment to refurbish computer laboratories, libraries and administrative offices; as well as programmes focused on Training of Trainers (TOT) and short-term programmes in the critical areas of public sector management.

Promotion and tracer studies conducted indicate that the **PSMTMP is gradually emerging as a major but indirect contributor to regional cooperation endeavours in West Africa.** Over time, the graduates of these degree programmes are likely to form a nucleus of like-minded public service leaders and change agents in Anglophone West Africa.

PSMTMP graduates are found in critical areas of both the public and private sectors in the sub region.



Collaborative Degree Granting

Fostering strategic partnerships together

Collaborative MA Program: Kenya – CMAP:

The 20-year history of CMAP is one of unparalleled success. Not only has it increased the individual capacity of nearly 2 000 graduates, it has also provided them with skills that are not available anywhere else in the region.

CMAP provides standardised, high-quality, core training, combined with the unique Joint Facility for Electives (JFE) approach.

One of the hallmarks of the CMAP programme is its success in not only producing graduates, but also in strengthening the capacity of participating universities. Key stakeholders in universities have concluded that the CMAP support for infrastructure, libraries, and information technology has provided valuable additions to the core activities of their economics departments especially when the domestic Masters programmes have included a CMAP-developed curriculum in their courses.

“ According to a recent evaluation of ACBF training programmes, respondents were almost unanimous in stating that the skills they had acquired through CMAP had equipped them to go directly into the workforce in a responsible role, or to continue further in pursuit of a doctorate. One of the main characteristics of the CMAP population is the extent to which it is the near exclusive feeder for a doctoral Collaborative PhD Programme (CPP).



Collaborative Masters of Science in Agricultural and Applied Economics: Kenya – CMAAE:

The CMAAE programme was implemented to strategically address a dearth of trained professionals needed to transform the food and agricultural sectors in eastern, central and southern Africa, particularly the sub-Saharan region where agriculture is a major source of income for more than two-thirds of the population.

Increasing unemployment and poverty has been linked to inadequate capacity for policy research within the sector.

Since its inception in 2005, the CMAAE programme has enrolled 390 students. Between 2005 and 2007 (cohorts 1 through 3), 102 students graduated from the programme. Sixty-eight percent (68%) were males (68 students) and 32% were females (33 students). The distribution of graduates by country of origin was as follows: 47% -Kenya, 5%-Malawi, 2%-Rwanda, 2%-South Africa, 19%-Uganda, 2%-Zambia, 25%-Zimbabwe.

Revitalising higher education, training and research institutions in sub-Saharan Africa

Collaborative Ph.D. Programme:

In 2002, the African Economic Research Consortium (AERC) launched a collaborative doctorate programme called the Collaborative Ph.D Programme in Economics or CPP. CPP is a multi-donor funded programme, with ACBF being one of the initial major donors.

The programme's specific objectives are threefold: to strengthen individual and institutional teaching and research capacity; increase the pool of researchers and policy analysts; and, to produce internationally recognised PhD graduates.

The project is carried out through a common collaborative framework, with eight participating universities: University of Dar es Salaam in Tanzania; the University of Cape Town in South Africa; the University of Yaoundé II in Cameroon; the University of Ibadan in Nigeria; the University of Nairobi in Kenya; the University of Witwatersrand in South Africa; the University of Cocody in Cote d'Ivoire; and the University of Benin in Nigeria.

The overall objective of the CPP is to develop an “internationally recognised PhD programme that enhances the continent’s capacity in economic research, development management, university teaching which must be cost-effective and relevant to African development needs”

Nouveau Programme de Troisième Cycle Interuniversitaire – NPTCI:

The Programme de Troisième Cycle Interuniversitaire (PTCI) was launched in 1994 by the “Conférence des Institutions, d’Enseignement et de Recherche Economique et de Gestion en Afrique (CIEREA)”, a network of Francophone African Departments of Economics and Research Centres, with its headquarters in Ouagadougou (Burkina Faso). The programme was created to serve sub-Saharan universities and research centers in 18 countries. In 2007, with support from ACBF, PTCI included an Economics PhD and became the Nouveau Programme de Troisième Cycle Interuniversitaire (NPTCI).

“ In a 2010 survey based on the staff at research centres in Senegal, it was determined that 90 percent of researchers are PTCI degree holders, each demonstrating a high level of interest in applied and quantitative research on a variety of development issues affecting the African continent.

The success of PTCI/NPTCI has been proven in the following areas: improved quality of teaching at the departments of economics in Francophone Sub-Saharan Africa; increased number of graduates of NPTCI utilised in the economic ministries, research departments and institutes, particularly in departments of economics; and a reduction in the cost of training economists to international levels.

PTCI/NPTCI graduates are in the majority at the department of economics of the CIEREA network. At the University Cheikh Anta Diop of Dakar there are 36 permanent faculty members, 26 of which are PTCI degree holders. Similarly, at the University of Koudougou (Burkina Faso), seven of the eight permanent faculty staff are PTCI graduates.

Strengthening legislative accountability

Around nine percent of ACBF's funding portfolio has been used to strengthen the capacity of national parliaments. There are indications that such interventions have played a role in improving the performance of national parliaments. Projects such as the Policy Analysis and Research Project (PARP) in Nigeria and the Parliamentary Capacity Building Project (PCP) in South Africa, have presented intensive training programmes for national parliamentarians and conducted other institutional-level capacity building activities. In so doing, they have strengthened the institutional and human capacity of parliaments in general.



Policy Analysis and Research Project - PARP:

Supporting national parliaments

The ACBF-supported Policy Analysis and Research Project (PARP) is the first fully established legislative institute in West Africa, and has evolved into a permanent Institute of Legislative Studies, providing capacity building support to Nigeria's federal and state assemblies and to the Nigerian National Assembly, and other African legislators.

Under the ACBF's guidance, PARP has emerged as one of the most successful parliamentary initiatives in the history of Nigeria, so much so that the National Assembly, in an unprecedented move, provided its unequivocal stamp of approval and satisfaction of the project's performance by increasing its original co-financing contribution from the projected US\$1.324 million to nearly US\$9 million over a four year period.

PARP has been mandated to build the capacity of legislators and parliamentary staff, as well as to provide institution-building support services to enable the National Assembly to perform its functions efficiently and effectively. The training programmes, knowledge generation, and knowledge management functions of PARP are strategic to achieving these functions.

The two-phase programme assists legislators to draft bills on topical policy issues for sponsorship and also assists the National Assembly to track the progression of bills. In so doing, PARP collates the Acts enacted, and Bills presented on the floors of the two Chambers of the Assembly. The Bills are then digitalised and uploaded onto the National Assembly website. During PARP Phase I, 725 Bills were tracked.

In order to enhance the capacity of Members of the National Assembly to contribute positively to debates on issues of national importance on the floors of the two Chambers, PARP carries out detailed analysis of new policy actions formulated by the Government and forwards the outcomes to the National Assembly for use by its Members. To date, this service has been largely supply-driven, dictated by changes in policies undertaken by the Government and developments in the country.

PARP also impacts on the capacity of the Members of the National Assembly by conducting research and studies on topical and relevant national issues in order to guarantee their effective and efficient performance.

PARP workshops include: legislative development and process; the budget process; communication and information management; and ICT skills acquisition and enhancement. An assessment of these programmes revealed that the attitudes and behaviour of over 98 percent of beneficiaries has changed, and performance improved.

“ In areas such as training, PARP achieved more than 200% of projected targets.

Strengthening legislative accountability

Parliamentary Capacity Building Project – PCP:

Strengthening the capacity of South Africa's parliament

Since the advent of black majority rule in South Africa and following the elections of April 1994, ACBF and the Parliament of South Africa partnered in a capacity building project to enhance the institutional effectiveness of parliament. The partnership aims to strengthen parliament's ability to aid Members when performing their constitutional functions and to provide capacity building to the parliamentary services technical teams, while supporting their research and policy analysis capacity.

In addition, the project sought to build capacity among Members of Parliament, in order to further enhance the integration and networking activities with national, regional and continental initiatives such as the African Union, New Partnership for Africa's Development (NEPAD) and the Pan-African Parliament.

An Executive Leadership Development programme was initiated to strengthen the leadership skills of newly elected parliamentarians. Another PCP achievement is that Parliament's research capacity has been enhanced and a Parliamentary Content Management System established, which has enabled the Parliament of South Africa to operate successfully as an e-Parliament.

Systems and processes have also been streamlined to allow for greater coordination of House procedures, better monitoring and tracking of reports and Bills, and more efficient work committees overall, leading to the better functioning of the House Chairs.

At least six Members of Parliament have been appointed to Ministerial positions after participating in PCP



Thank you

The ACBF would like to express its gratitude to its partners for their support and sponsorship of the ACBF's efforts towards capacity building in Africa. Multilateral partners include African governments and the international donor community, in particular the African Development Bank (AfDB), the United Nations Development Programme (UNDP), the World Bank, and the International Monetary Fund.

Other countries' international organisations that have honoured the ACBF with their support include:

- **Bilateral partners:**

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

- **African partners:**

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



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All images in this brochure have been taken by Tsvangirayi Mukwazhi, a freelance photographer whose images have been exhibited in Europe, Asia and Africa. He has won numerous awards including: CNN African Photographer (2002 and 2007); World Press Photo Joop Swart Masterclass (2002); Gender and Media Photojournalist of the Year for Southern Africa (2006); and was highly commended for the 2003 Commonwealth Photographic Awards. Mukwazhi has had his photography published in several international publications among them Newsweek, Time Magazine, and The New York Times. He currently lives in Zimbabwe and travels extensively in Africa freelancing for the Associated Press and several international publications. Mukwazhi's photography training talents also benefit various institutions and organisations.

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