ACBF

THE AFRICAN CAPACITY BUILDING FOUNDATION

ANNUAL REPORT 2025

Shaping Africa's Future through Capacity Building and Innovation



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ACRONYMS AND ABBREVIATIONS

AAI	Africa Adaptation Initiative
ABF	Agribusiness Facility for Africa
ACBF	African Capacity Building Foundation
ACED	African Center for Equitable Development
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AFREC	African Energy Commission
AiBST	African Institute of Biomedical Science and Technology
ATAF	African Tax Administration Forum
ATIM	African Tobacco Industry Monitoring
AU	African Union
AUC	African Union Commission
AWER-LP	African Women in Energy Regulation Leadership Program
BADEA	Arab Bank for Economic Development in Africa
BETA	Building Excellence in Taxation and Administration
CADAST	Capacity Development for Africa's Structural Transformation
CDC	Centres for Disease Control and Prevention
CERAPE	Centre d'Études et de Recherches Appliquées en Politiques Économiques
CIIP	Climate Innovation and Investment Platform
CoP	Community of Practice
CSO	Civil Society Organization
CTCA	Centre for Tobacco Control in Africa
DEI	Diversity, Equity, and Inclusion
DIG	Digital Innovation Group
DRM	Domestic Resource Mobilization
ELG-PFM	Enhancing Leadership and Governance in Public Financial Management
EPIC	Enhancing Project Implementation Capacity
ESG	Economic and Social Governance
FAO	Food and Agriculture Organization of the United Nations
FCTC	Framework Convention on Tobacco Control
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HESPI	Horn Economic and Social Policy Institute
IAPA	International Agribusiness Practitioners Association
ICCASA	Institute of Climate Change Adaptation and Sustainable Agriculture
ICDET	International Conference on the Digital Economy and Taxation
ICTDE	International Conference on Taxation of the Digital Economy
IsDB	Islamic Development Bank
KIA	Key Impact Area
LEAPS	Leadership Excellence in Africa's Public Sector
M&E	Monitoring and Evaluation
MGF	Matching Grant Fund
MSME	Micro, Small, and Medium Enterprise
NEPAD	New Partnership for Africa's Development
OCA	Organizational Capacity Assessment
OECD	Organization for Economic Co-operation and Development
PAR-COP	Public Administration Reforms Community of Practice
PFM	Public Financial Management
SALCA	Strengthening African Leadership for Climate Action
SCACAF	Strengthening Capacity for Climate Adaptation Finance
SDG	Sustainable Development Goal
SFA	Science for Africa Foundation
SPIA	Strengthening Capacity of Strategic Partner Institutions in Africa
STC	Specialized Technical Committee
TC3 / TC III	Tobacco Control Program Phase III
TCFP	Transformative Climate Finance Program
TJNA	Tax Justice Network Africa
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
VERO	Finnish Tax Administration
WAAVP-AN	World Association for the Advancement of Veterinary Parasitology – Africa Network
WATAF	West African Tax Administration Forum



Letter of Transmittal to the Board of Governors

Re: Annual Report 2025

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 2025 to 31 December 2025.

The report includes the audited financial statements and the report of the external auditors for the period under review.

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

Mr. Mohamed Beavogui
Chair, Executive Board
African Capacity Building Foundation (ACBF)
Message from the Chair of the Board of Governors



Message from the Chair of the Board of Governors

Africa's development trajectory continues to evolve against a backdrop of structural pressures and emerging opportunities. Governments across the continent are grappling with geopolitical tensions, climate shocks and fiscal constraints, even as they pursue reforms designed to strengthen resilience and growth, In this context, institutional capacity and effective leadership are essential to translating policy into tangible results.

In 2025, the Foundation continued to work at the intersection of ambition and implementation. Its interventions focused on Climate Change and Energy for Productive Use, Agribusiness and Food Sovereignty, Trade as an Engine of Economic Development, and Economic and Social Governance. These areas reflect African countries' priorities for strengthening institutional capacity to address complex challenges and deliver results, in Line with ACBF's Strategic Plan 2023-2027 and the African Union's Agenda 2063.

Over the past year, ACBF supported governments and institutions in areas that underpin economic performance and social outcomes, notably by strengthening public financial management, expanding domestic resource mobilization and supporting the implementation of the African Continental Free Trade Area (AfCFTA) through stronger institutional coordination and more effective implementation of reforms.

Of particular note are the innovative capacity-building approaches developed by ACBF, which have helped expand the pool of skilled leaders jn Africa and foster organizational transformation through the operationalization of the Ubora Academy, our flagship learning and knowledge-sharing platform, as well as the Institutional Accelerator Model and the Capacity Knowledge Hub.

The results achieved in 2025 demonstrate the direct link between skills, institutions and policy outcomes, and show how capacity development can drive lasting improvements in institutional practices. In doing so, ACBF continues to strengthen institutional capacity across the continent while reinforcing the trust placed in the Foundation by its 40 Member States.

The Foundation reached a new milestone in its institutional development in 2025, delivering 19 high impact projects from a portfolio valued at more than US$75 million. These achievements were made possible by the invaluable support of our development partners, whose commitment continues to drive transformative change across Africa. Building on its restructuring, the Foundation is steadily rebuilding stakeholder confidence, while its financial position has strengthened through a more diversified funding base and increased internally generated revenue. Partnerships with governments, regional institutions and development partners remain essential to expanding our reach and ensuring that our interventions respond effectively to national and regional priorities.

The Foundation's governance framework remains robust, supported by a fully engaged Executive Board that provides strategic direction and oversight. Progress in 2025 confirms the importance of sustained investment in human capital and institutional systems. ACBF therefore continues to strengthen the capacity of African institutions, enabling them to deliver tangible results and sustain development gains across the continent.



Mr. Adama Coulibaly
Chair, Board of Governors,
African Capacity Building Foundation (ACBF)
Minister of Finance and Budget of the Republic of Côte d'Ivoire



Message from the Chair of the Executive Board

In 2025, the Foundation strengthened collaboration with Member States, institutional partners, and development funders, expanding its engagement across priority sectors. These efforts, supported by a renewed brand positioning, enhanced ACBF's visibility and influence across the continent.

Program delivery capacity improved during the year, alongside gains in institutional efficiency that reinforced the Foundation's resilience. The uptake of new service offerings reflects a stronger alignment with Africa's evolving development priorities, as confirmed by the mid-term review of the Strategic Plan 2023–2027.

I am particularly pleased that the Foundation has diversified its financing base and strengthened its program implementation capacity, enabling it to respond more effectively to the priorities of Member States. This report presents progress across the four key impact areas, together with Knowledge Management and Special Programs, which address critical challenges in animal and public health, in line with our mandate to strengthen Africa's policy and institutional architecture.

The Foundation demonstrated strong financial and operational discipline in navigating a complex funding environment. This approach supported the expansion of key initiatives, including the Ubora Academy, the Leadership Excellence in Africa's Public Sector (LEAPS) Program, the Capacity Development for Africa's Structural Transformation (CADAST) Project, and the Transformative Climate Finance Program under the African Union Green Recovery Action Plan.

A strategic priority for the Foundation during the year was to strengthen results-based management and improve performance monitoring frameworks. These efforts ensured that program delivery remained closely aligned with the objectives of the Strategic Plan and focused on measurable institutional outcomes.

Results from 2025 show measurable improvements in institutional performance across key areas of intervention. Leadership programs translated into applied reforms that strengthened coordination and decision-making, while trade interventions improved MSME readiness for cross-border participation. Climate and governance programs enhanced institutional capacity to access finance and implement policy reforms across sectors.

ACBF strengthened its role as a continental knowledge broker through its digital platforms. The e-library, hosting over 1,000 curated knowledge resources, recorded significant growth in engagement, with unique visitors increasing from 54,087 in 2024 to 596,538 in 2025 and total visits exceeding 1.1 million. This expansion reflects growing demand for accessible policy research and extends the reach of ACBF's knowledge products among policymakers, researchers, and development practitioners across the continent.

The progress achieved during the year positions the Foundation to expand its interventions while maintaining focus on areas of comparative advantage. This direction ensures that growth in scale remains anchored in quality, relevance, and measurable impact.

I invite partners and stakeholders to engage with the Foundation, deepen collaboration, and support the continued delivery of results across Africa.



Mohamed Béavogui
Chair, Executive Board
African Capacity Building Foundation (ACBF)



Message from the Executive Secretary

For me, one of the clearest lessons of 2025 is that Africa's capacity challenge is increasingly an implementation challenge.

Across our continent, ambition is not lacking. Governments have development plans, institutions have mandates, and Africa has established important continental frameworks, from Agenda 2063 to the AfCFTA. The harder challenge is translating these ambitions into sustained results. That requires capable institutions, effective leadership, relevant skills and systems that can deliver.

This is where ACBF concentrated its efforts in 2025.

We continued to move beyond capacity development understood primarily as training toward an approach that connects people, institutions and knowledge to results. Through the Ubora Academy, our Institutional Accelerator Model and the Capacity Knowledge Hub, we are increasingly integrating leadership and technical skills, institutional strengthening, and African knowledge and evidence into a single capacity development proposition.

The results reported in these pages provide encouraging evidence of that shift. We saw institutions improve the way they govern themselves and mobilize resources; senior public officials apply new leadership approaches to ongoing reforms; enterprises move from awareness of AfCFTA opportunities toward actual cross-border market participation; and governments strengthen their ability to mobilize domestic resources and respond to climate and fiscal challenges.

The scale of our work also continued to grow. In 2025, ACBF implemented 19 active programs, reached 43 African countries, strengthened 448 institutions and developed the skills of more than 4,000 professionals. These numbers matter. But they are not, by themselves, our definition of success. Our real measure must be whether institutions perform better, reforms are implemented more effectively, and the capabilities we help build endure after our direct intervention ends.

We have also continued to transform ACBF itself. We cannot advocate institutional transformation without being prepared to transform as an institution. During the year, we strengthened program delivery and accountability for results, broadened our partnerships, expanded our continental footprint and continued to diversify our financing. These changes are helping build a more agile and responsive Foundation, better equipped to serve our Member States and partners.

One development in 2025 particularly illustrates the role I believe ACBF should increasingly play. Our work on taxation of the digital economy brought together policymakers, tax administrations, researchers and other stakeholders around an emerging challenge for Africa's domestic resource mobilization. This is capacity development at its most strategic: not simply transferring knowledge, but helping African institutions generate solutions, build coalitions and translate evidence into policy.

There is much more to do. Africa is entering a period in which fiscal pressures, climate change, technological disruption and shifts in development financing will demand stronger institutions and greater domestic capability. For ACBF, this means being even more selective about where we can add distinctive value, more rigorous about demonstrating results, and more ambitious about taking successful approaches to scale.

As Africa seeks greater ownership of its development trajectory, capacity becomes inseparable from sovereignty and agency. Our continent's ability to mobilize its own resources, formulate policy, negotiate effectively, implement reforms and sustain progress will depend ultimately on the strength of its people and institutions.

That is the purpose for which ACBF was created more than three decades ago. It is even more relevant today.

I am deeply grateful to our Member States, our Boards, the African Union Commission, our development and institutional partners, and particularly to my colleagues across ACBF whose commitment makes the work described in this report possible.

We enter the next phase with confidence, but also with a clear responsibility to ensure that the capacity we build translates into institutions that deliver and an Africa increasingly able to shape and finance its own development.



Mamadou Biteye
Executive Secretary
African Capacity Building Foundation (ACBF)

Board of Governors – 2025

Leadership: **Chair: Côte d'Ivoire – Adama Coulibaly**
Vice-Chair: Chad – Tahir Hamid Nguilin
Vice-Chair: The Gambia - Seedy K.M. Keita

	COUNTRY / INSTITUTION	GOVERNOR
1.	African Development Bank	Kevin Urama
2.	African Union Commission	Francisca Tatchouop Belobe
3.	Benin	Abdoulaye Bio Tchané
4.	Botswana	Ndaba Gaolathe
5.	Burkina Faso	Aboubakar Nacanabo
6.	Burundi	Nestor Ntahontuye
7.	Cabo Verde	Olavo Avelino Correia
8.	Cameroon	Alamine Ousmane Mey
9.	Central African Republic	Richard Filakota
10.	Comoros	Najda Said Abdallah
11.	Congo (Republic)	Ludovic Ngatse
12.	Congo (Democratic Republic)	Guylain Nyembo Mbwizya
13.	Djibouti	Ilyas Moussa Dawaleh
14.	Eswatini	Neil Rijkenburg
15.	Ethiopia	Ahmed Shide
16.	Gabon	Henri-Claude Oyima
17.	Ghana	Cassiel Ato Baah Forson
18.	Guinea Bissau	Ilídio Vieira Té
19.	Guinea (Republic)	Mourana Soumah
20.	Kenya	John Mbadi Ng'ongo
21.	Liberia	Augustine Kpehe Ngafuan
22.	Madagascar	Rindra Hasimbelo Rabarinirinarison
23.	Mauritius	Navinchandra Ramgoolam
24.	Malawi	Joseph Mwanamvekha
25.	Mali	Alousséni Sanou
26.	Mauritania	Sid'ahmed Ould Bouh
27.	Namibia	Kaire Mbuende
28.	Niger	Moumouni Boubacar Saidou
29.	Nigeria	Wale Edun
30.	Rwanda	Yusuf Murangwa
31.	Sao Tome & Principe	Ginesio Valentim Afonso Da Mata
32.	Senegal	Abdourahmane Sarr
33.	Sierra Leone	Kenyeh Laura Barlay
34.	Sudan	Gibril Ibrahim Mohammed
35.	Tanzania	Khamis Mussa Omar
36.	Togo	Sandra Ablamba Johnson
37.	Uganda	Matia Kasaija
38.	UNDP	Ahunna Eziakonwa
39.	The World Bank	Ndiame Diop
40.	Zambia	Situmbeko Musokotwane
41.	Zimbabwe	Mthuli Ncube

Executive Board – 2025



Mohamed Beavogui
Chair



Rania Antonopoulou
Member



Botho Keba Bayendi
African Union Commission (AUC)



Mamadou Biteye
Ex-Officio



Mamour Malick Jagne
Chair of Finance and Risk Committee



Mimi Kalinda
Member



Eddie Mandhry
Member



Matthias Naab
United Nations Development Programme (UNDP)



Gerard Salole
Member



Anu Katarina Saxén
Member



Makeda Tsegaye Tadesse
Member



Kevin Urama
Chair of the Programs Committee - African Development Bank (AfDB)

Independent Members of the Finance and Risk Committee



Mukesh Arya



Mahoula Aissatou Kone



Papa M. Tandia

ACBF AT A GLANCE

ACBF is a specialized agency of the African Union focused on developing capacity across the African continent. Established in 1991 by 12 African nations with support from bilateral and multilateral partners, it has since expanded its membership to 40 African states.

Vision

A Prosperous, Resilient, and Inclusive Africa.

Mission

To develop human capital and institutions required for Africa's sustainable and inclusive development.

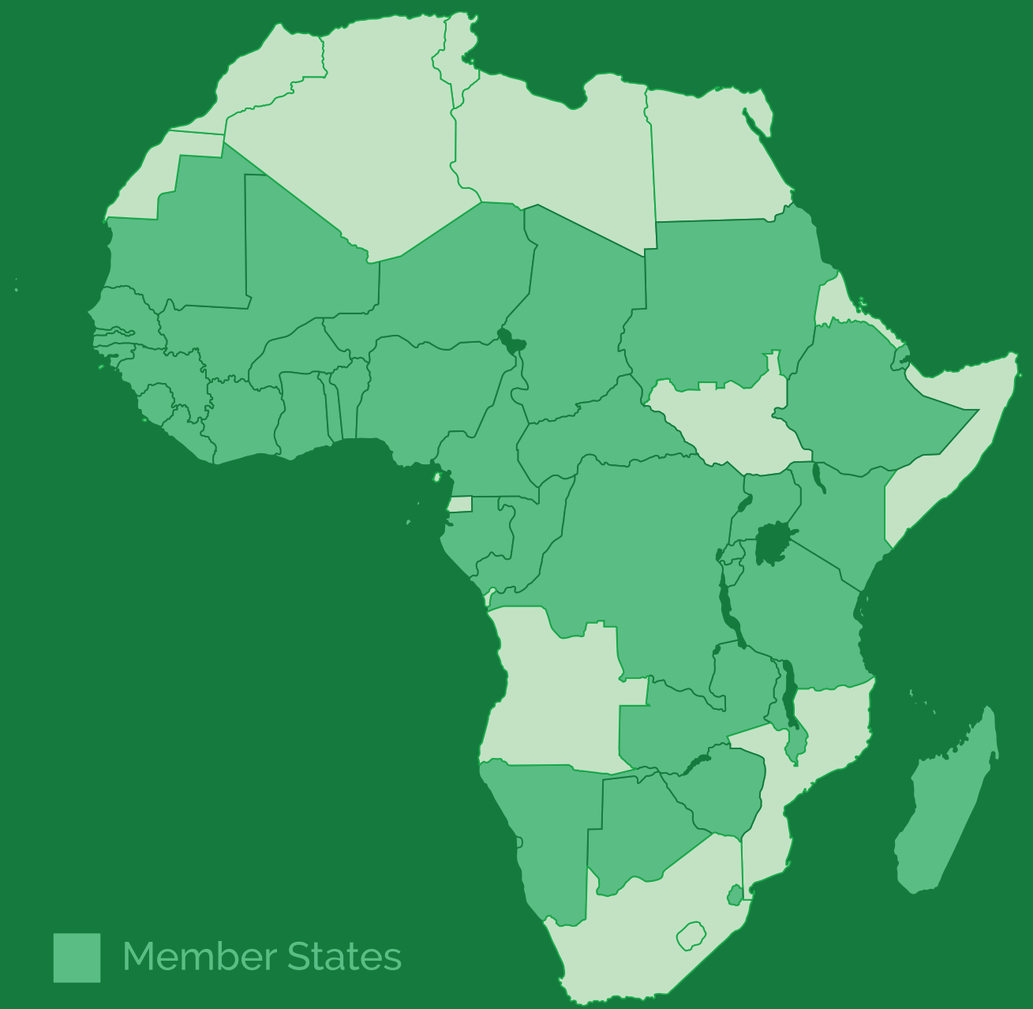
ACBF
UBORA ACADEMY

Our Unique Service Offering: Ubora Academy

Ubora Academy is Africa's go-to learning and knowledge sharing platform for leadership and technical capacity development, equipping public sector leaders and policymakers with the skills and tools needed to implement and sustain reforms across Africa. Through programs such as Leadership Excellence in Africa's Public Sector and Building Excellence in Taxation and Administration, the Academy strengthens leadership capability, improves policy execution, and supports institutional performance through technical training, applied learning, coaching, and peer exchange.

To date, Ubora Academy has already reached over 3,000 learners across 50 African countries, supporting the development of current and new generation of public sector leaders and practitioners committed to driving impact and institutional transformation across the continent.

Learn more about the Academy and explore its courses at https://uboraacademy.africa/



Partners: African Member States, Bilateral and Multilateral Partners

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.

Bilateral and Multilateral Partners

African Development Bank (AfDB), African Union (AU), African Export-Import Bank (Afreximbank), Arab Bank for Economic Development in Africa (BADEA), Gates Foundation, Government of Finland, Government of Canada, Hewlett Foundation, Islamic Development Bank (IsDB), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), United Nations Development Program (UNDP), Rockefeller Foundation, World Bank.

PROGRAM PERFORMANCE & IMPACT: FACTS & FIGURES

DELIVERING RESULTS AT SCALE ACROSS AFRICA

We expanded our operational footprint across the continent, strengthening institutional capacity, and reaching new geographies where demand for capacity development continues to grow.

+72%
geographic expansion

19 **active programs** across 4 Key Impact Areas and Special Programs

43 **countries reached** (up from 25 in 2023)

448
institutions strengthened

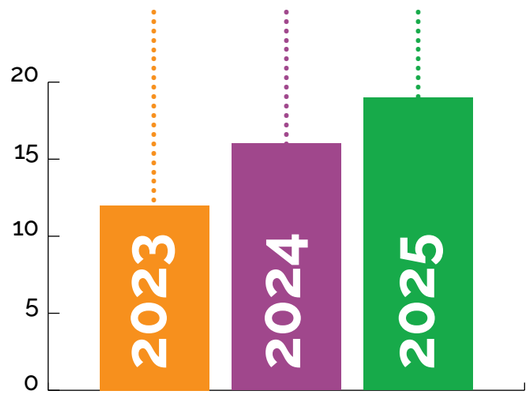
+1.4 Million
stakeholders engaged through knowledge products and events

4,080
professionals trained

SUSTAINED PORTFOLIO GROWTH

The Foundation scaled its program portfolio steadily, reflecting increased demand for its delivery model and growing confidence among partners.

12→16→19
programs (2023–2025)



Distribution of Number of Active Programs per Year

+58%
portfolio growth over three years

EXPANDING CONTINENTAL COVERAGE

We deepened our presence across regions, strengthening access to capacity development, and reinforcing regional balance in program delivery.

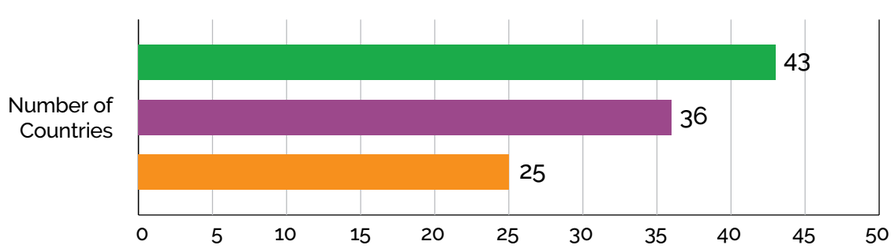
+72% expansion in coverage

43 countries reached (up from 25 in 2023)

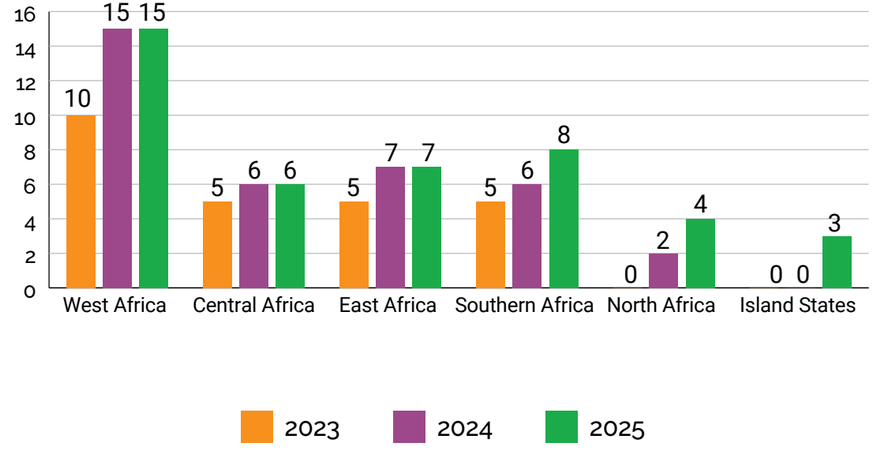
REGIONAL DISTRIBUTION



REGIONAL DISTRIBUTION



ACBF'S GEOGRAPHICAL FOOTPRINT PER AFRICA'S REGION



KEY RESULTS ACHIEVED IN 2025

Climate Capacity

ACBF strengthened institutional systems to support climate action and long-term organizational performance across participating countries.

Organizational capacity increased from

51.5% to **71.5%**

across **4 targeted institutions** in **four countries**

95% of the four targeted organizations progressed **from Level 2 to Level 4 organizational maturity.**

Agriculture and Climate Resilience

Interventions translated into increased productivity, improved income, and stronger resilience among participating communities.

50+ households adopted **solar irrigation** for their farming activities

3X cropping cycles **achieved**

2X **increase** in production and income

Trade and AfCFTA

Support to SMEs strengthened readiness for regional trade and enabled participation in emerging cross-border market opportunities.

100+ SMEs **enhanced knowledge** in intra-African trade and AfCFTA readiness

10% **advanced** to certification stage

New **cross-border trade linkages** established

Institutional Sustainability

Partner institutions improved resilience, governance, and resource mobilization capacity, strengthening long-term impact.

5/13 tobacco control partners reached high **sustainability** levels

50% funding **diversification**

65% **increase** in mobilized resources

Governance and Leadership

Leadership development led to improved coordination, decision-making, and execution of public sector reforms.

79 officials **enhanced leadership** skills

96% of trained officers **effectively implemented** operational improvements

98% aligned leadership plans with **reform priorities**

Knowledge and Influence

ACBF strengthened its role as a continental knowledge broker, increasing access to policy-relevant insights and supporting evidence-based decision-making.

1.1M+ total platform **visits**

596,538 **e-library** users (up from 54,087 in 2024)

20 knowledge products **published**

100+ knowledge events **delivered** across all programs

Leveraging Artificial Intelligence to Enhance Agenda 2063 Progress Reporting

ACBF partnered with the African Union Commission and the Agenda 2063 Technical Working Group to strengthen national reporting capacity by leveraging Artificial Intelligence tools for data management, analysis, and reporting. The initiative equipped national focal points with practical approaches to improve the quality and timeliness of Agenda 2063 progress reporting.

Results Achieved

20 national focal points and reporting officers trained from **10 Member States** in AI training in 2025: Algeria; Burkina Faso; Cote d'Ivoire; Egypt; Ethiopia; Ghana; Kenya; Mauritius; Senegal; and Zambia

100%
of participating countries submitted their 2025 STYIP national progress reports within the required timeframe

- Improved quality and consistency of national Agenda 2063 progress reports
- Strengthened national capacity to apply AI-enabled tools for monitoring, evaluation, and reporting
- Enhanced peer learning and collaboration among reporting institutions across participating countries





ACROSS AFRICA: A YEAR IN ACTION

Africa's development trajectory in 2025 advanced under pressure from climate shocks, constrained fiscal space, and the demands of implementing frameworks such as the AfCFTA. These conditions shaped ACBF's work across climate, agribusiness, trade, and governance, guided by its Strategy 2023–2027 and aligned with Agenda 2063 and the Sustainable Development Goals.

ACBF delivers through four Key Impact Areas, together with Special Programs and Knowledge Management. This approach strengthens institutions, enables enterprises, and reinforces systems that sustain development outcomes. The sections that follow show how this translated into measurable change in 2025.

Understanding ACBF's Delivery in 2025

ACBF's delivery combines human capital development, institutional strengthening, and knowledge services to support long-term system performance through our Institutional Accelerator model, Ubora Academy and Capacity Knowledge Hub.

A Continental Presence

ACBF's work in 2025 expanded its continental footprint, reflecting growing demand for capacity development and the Foundation's ability to respond across diverse contexts. The distribution of programs across countries shows how ACBF's model links sector priorities with national needs, delivering results that extend beyond individual interventions.



Country	Total Projects	Climate Change and Energy for Productive Use	Agribusiness and Food Sovereignty	Economic and Social Governance	Trade as an engine for economic development	Special Programs
Benin	4	Strengthening African Leadership for Climate Action	World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)		Capacity Development for Africa's Structural Transformation (CADAST)	Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Côte d'Ivoire	4	Transformative Climate Finance Program aligned with the African Union Green Recovery Action Plan (TCFP-AU GRAP)		Enhancing Leadership & Governance Public Financial Management (EL&G PFM)	Capacity Development for Africa's Structural Transformation (CADAST)	Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Ethiopia	4	Strengthening African Leadership for Climate Action (SALCA)	World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)		Capacity Development for Africa's Structural Transformation (CADAST)	Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Kenya	5	Strengthening African Leadership for Climate Action (SALCA)	World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)	Enhancing Leadership & Governance Public Financial Management (EL&G PFM)	Capacity Development for Africa's Structural Transformation (CADAST)	Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Rwanda	2	Transformative Climate Finance Program aligned with the African Union Green Recovery Action Plan (TCFP-AU GRAP)			Capacity Development for Africa's Structural Transformation (CADAST)	
Republic of Congo	1	Strengthening African Leadership for Climate Action (SALCA)				
Democratic Republic of Congo	3				Capacity Development for Africa's Structural Transformation (CADAST)	Strengthening Capacity of Strategic Partner Institutions in Africa (SPIA) Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Senegal	4	Transformative Climate Finance Program aligned with the African Union Green Recovery Action Plan (TCFP-AU GRAP)		Enhancing Leadership & Governance Public Financial Management (EL&G PFM)	Capacity Development for Africa's Structural Transformation (CADAST)	Capacity Building for Sustainable Tobacco Control in Africa (TC III)

Country	Total Projects	Climate Change and Energy for Productive Use	Agribusiness and Food Sovereignty	Economic and Social Governance	Trade as an engine for economic development	Special Programs
Ghana	3	Strengthening Capacities of African Countries on Adaptation Finance (SCACAF)		Enhancing Leadership & Governance Public Financial Management (EL&G PFM)	Capacity Development for Africa's Structural Transformation (CADAST)	
Burkina Faso	3		Women and Youth Empowerment in Agriculture		Capacity Development for Africa's Structural Transformation (CADAST)	Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Sierra Leone	2		Women and Youth Empowerment in Agriculture		Capacity Development for Africa's Structural Transformation (CADAST)	
South Africa	3		World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)			Strengthening Capacity of Strategic Partner Institutions in Africa (SPIA) Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Gabon	2		Women and Youth Empowerment in Agriculture		Capacity Development for Africa's Structural Transformation (CADAST)	
Zimbabwe	4		World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)	Enhancing Leadership & Governance Public Financial Management (EL&G PFM)	Capacity Development for Africa's Structural Transformation (CADAST)	Strengthening Capacity of Strategic Partner Institutions in Africa (SPIA)
Namibia	1	Transformative Climate Finance Program aligned with the African Union Green Recovery Action Plan (TCFP-AU GRAP)				
Lesotho	1	Transformative Climate Finance Program aligned with the African Union Green Recovery Action Plan (TCFP-AU GRAP)				
Malawi	3		World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)		Capacity Development for Africa's Structural Transformation (CADAST)	Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Togo	1				Capacity Development for Africa's Structural Transformation (CADAST)	
Uganda	3		World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)		Capacity Development for Africa's Structural Transformation (CADAST)	Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Burundi	1				Capacity Development for Africa's Structural Transformation (CADAST)	
Cameroon	2		World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)		Capacity Development for Africa's Structural Transformation (CADAST)	
Botswana	2		World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)		Capacity Development for Africa's Structural Transformation (CADAST)	
Eswatini	1				Capacity Development for Africa's Structural Transformation (CADAST)	
Tanzania	1				Capacity Development for Africa's Structural Transformation (CADAST)	
Zambia	3		World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)		Capacity Development for Africa's Structural Transformation (CADAST)	Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Mauritania	2		World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)			Capacity Building for Sustainable Tobacco Control in Africa (TC III)
Nigeria	3		World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN)	Enhancing Leadership & Governance Public Financial Management (EL&G PFM)		Capacity Building for Sustainable Tobacco Control in Africa (TC III)



1. From fragmented Systems to Institutional Climate Leadership

In western Kenya, climate-smart agriculture initiatives are creating new income opportunities and strengthening household resilience. Communities are adopting value-added production models, including avocado processing, enabling participants to move beyond subsistence activity and engage in structured, market-oriented livelihoods.

This progress strengthens household stability and resilience, supports more sustainable livelihoods, and improves well-being.

These outcomes reflect a broader shift driven by strengthened institutional capacity, enabling more inclusive climate action for women, youth, and vulnerable groups often excluded from decision-making and economic opportunities. The transformation is reflected in the evolution of the Institute of Climate Change Adaptation and Sustainable Agriculture (ICCASA) in Kenya.

"I now sell avocados from my small farm and vegetables from my kitchen garden, and the 4,000 KES (US $31) I can earn in a good month helps me pay for my hospital visits and support my family with dignity," said Agnes Moraa, a beneficiary from Nyamira County.
"I'm grateful for this project. I'm so positive about the results that will come after it," said Caroline Nyakundi, also from Nyamira County.

When ACBF began working with ICCASA, the organization had strong technical expertise but lacked the institutional foundation to sustain it. Governance structures were fragmented, resource mobilization remained reactive, and internal systems limited their ability to deliver at scale.

The Strengthening African Leadership for Climate Action (SALCA) initiative focused on institutional transformation. Governance systems were formalized, including the establishment of a functioning Board, while a resource mobilization strategy was developed and implemented through direct staff mentorship. Gender integration was embedded into program design, strengthening inclusivity and effectiveness.

"The establishment and strengthening of ICCASA's Board have significantly improved the organization's governance, performance, and long-term sustainability, providing strategic oversight and contributing technical expertise that have supported resource mobilization and organizational growth," said Dr. Mary Nyasimi, Executive Director of ICCASA.

These investments increased ICCASA's organizational capacity score from 46 percent to 76 percent. The institution submitted 13 climate adaptation proposals and strengthened internal expertise as a result of targeted training in proposal development. It was subsequently designated as a focal point for the United Nations Framework Convention on Climate Change Conference of the Parties, reflecting strengthened institutional credibility and recognition.

The transformation extended beyond ICCASA. Across four institutions, including the Horn Economic and Social Policy Institute (HESPI) in Ethiopia, the Centre d'Études et de Recherches Appliquées en Politiques Économiques (CERAPE) in Congo, and the African Center for Economic Development (ACED) in Benin, average organizational capacity increased from 51.5 percent in 2022 to 71.5 percent in 2025, with three of them even reaching high-performance status.

National-level impact followed. Under the Transformative Climate Finance Program aligned with the African Union Green Recovery Action Plan (TCFP - AU GRAP), trainings provided to government officials and civil society actors in Côte d'Ivoire, Lesotho, Namibia, Rwanda, and Senegal supported early policy uptake, including climate budget tagging and the establishment of monitoring frameworks for green recovery programs.

Capacity development efforts also strengthened sector-wide expertise. The African School of Regulation (ASR), incubated within the African Capacity Building Foundation, trained 216 professionals from 28 countries and produced research informing an African Petroleum Regulatory Forum-endorsed framework for cross-border skills exchange.

The African Women in Energy Regulation Leadership Program trained 29 emerging leaders from 18 countries. In Ghana, targeted technical support produced three nearly finalized adaptation finance proposals and two draft concepts, advancing climate investment readiness.

Learn more about Climate Change and Energy for Productive Use – https://theacbf.org/impacting-africa/climate-change-and-energy-for-productive-use/



Our Contribution to Advancing Climate Resilience

245+ professionals developed skills in climate finance and energy regulation, strengthening institutional capacity to design and implement climate interventions

4 agriculture institutions strengthened, with capacity increasing from 51.5% to 71.5%, enabling improved governance, resource mobilization, and program delivery.

5 countries supported in climate and gender budget tagging with their monitoring systems enhanced, strengthening national planning and tracking of green recovery programs.

13 climate adaptation proposals developed, improving access to climate finance and project readiness.

2 adaptation finance proposals developed and submitted for funding, supporting pipeline development for climate investment.

Agenda 2063: Goal 7 - Climate-Resilient Continent
SDG 13: Climate Action
SDG 7: Affordable and Clean Energy.



2. Making Agribusiness Work for Markets and Growth

For many women and young entrepreneurs across Burkina Faso, Sierra Leone, and Gabon, agriculture has shifted from subsistence activity to a viable source of income and business growth. With improved skills, access to finance, and stronger market connections, participants are building enterprises that generate income, create jobs, and support household resilience.

In rural communities, this shift is changing how agriculture is perceived. Young people increasingly view agribusiness as a pathway to sustainable livelihoods, while women entrepreneurs are strengthening their economic independence through value-added production and cooperative structures.

This transformation reflects ACBF's targeted interventions under the Agribusiness and Food Sovereignty program. Across the three countries, 734 women and youth developed agribusiness and entrepreneurship skills, improving their ability to manage enterprises, access markets, and generate income. Among them, 137 participants advanced through leadership coaching, strengthening decision-making, and positioning their enterprises for growth.

The Training of Trainers model extended this impact, equipping 80 trainers and 82 female coaches to sustain knowledge transfer and enterprise development within their communities, creating local ecosystems that continue beyond the initial intervention. Financial support reinforced these gains. The ACBF-supported Matching Grant Fund selected 66 agribusinesses for investment support, including 4 women and youth-led enterprises that expanded production, strengthened value addition, and improved access to higher-value markets. These enterprises enhanced capabilities in product development, marketing, and logistics, positioning them for sustained growth.

Beyond individual enterprises, ACBF strengthened the systems that support agricultural productivity. The World Association for the Advancement of Veterinary Parasitology Africa Network (WAAVP-AN) advanced livestock health research, supporting 10 projects across six countries, including Kenya (3), Benin (2), South Africa (2), Cameroon (1), Ethiopia (1), and Botswana (1). The program also strengthened collaboration through a Community of Practice engaging

over 700 practitioners, improving knowledge exchange and application across the sector.

At the continental level, ACBF's Agribusiness and Food Sovereignty program advanced the establishment of the International Agribusiness Practitioners Association (IAPA) as a platform for professionalization, knowledge exchange, and sector-wide capacity development.

These interventions strengthened enterprise performance, expanded income opportunities, and enabled greater participation of women and youth in structured value chains, contributing to more resilient and market-oriented agribusiness systems across participating countries.

Our Contribution to advancing inclusive Agribusiness and Food Sovereignty

734 women and youth developed agribusiness and entrepreneurship skills, enabling transition into income-generating, market-oriented enterprises.

162 leaders, trainers, and coaches strengthened local ecosystems, sustaining knowledge transfer and enterprise growth within communities.

66 agribusinesses supported for investment readiness, with 14 women and youth-led enterprises accessing financing to expand production and value addition.

10 multi-country livestock research projects implemented across 14 countries, strengthening agricultural productivity and disease management systems.

700+ practitioners engaged through a continental Community of Practice, improving knowledge exchange and sector coordination.

Agenda 2063: Aspiration 1 - Prosperous Africa based on inclusive growth and sustainable development
SDG 2: Zero Hunger
SDG 5: Gender Equality
SDG 8: Decent Work and Economic Growth

Learn more about ACBF's Agribusiness and Food Sovereignty – https://theacbf.org/impacting-africa/agribusiness-and-food-sovereignty/





3. Expanding Market Access Across African Enterprises

Tlamelo Cindy Melemo, founder of SoftBerry Solutions in Botswana, established her business on strong technical expertise in software development, digital marketing, data science, and e-commerce platforms, building a reputation for delivering high-quality digital services and solutions in the local market.

The company operated effectively within the local market, delivering services with precision and consistency, while growth beyond national borders remained constrained by the absence of structured market access and a clear pathway to scale across regional markets.

> ***"I had strong technical skills but translating that into structured market access and scalable business readiness remained a gap, especially when looking at opportunities beyond Botswana,"*** she said.

Through SoftBerry Solutions, Cindy developed Sebaga Africa, an African-focused e-commerce and trade platform that connects customers to authentic African products sourced from across the continent. The platform works with African vendors, artisans, and businesses to distribute products such as fashion, beauty products, accessories, home décor, crafts, and specialty goods.

> ***"Beyond product sales, we also support digital trade, vendor onboarding, logistics coordination, and market access for African brands looking to reach wider regional and international markets,"*** Cindy said.

SoftBerry Solutions also developed Koo Dishopong, an e-commerce platform serving the Botswana market.

In May 2025, she participated in the ACBF's regional training workshop under the Capacity Development for Africa's Structural Transformation (CADAST) program held in Libreville, Gabon, focused on trade facilitation, SME partnerships, and value chains under the African Continental Free Trade Area (AfCFTA). The training strengthened her ability to position services for regional markets, refine her value proposition, and align business operations with cross-border requirements.

This shift repositioned the business for growth, and at 31, she leads a company expanding its reach across African markets. SoftBerry Solutions has established new connections with partners and potential clients beyond

Botswana and is positioning its services to support digital transformation initiatives with a regional outlook.

"Today, we are more strategic, more growth-oriented, and actively exploring cross-border opportunities, with a clear focus on scaling solutions that support digital transformation and trade integration across Africa," Cindy said.

Her experience reflects a broader shift across African enterprises, where technical capability exists while readiness for cross-border trade remains limited. ACBF's Trade as an Engine of Economic Development program addresses this gap by strengthening the capacity of enterprises, institutions, and policymakers to participate in regional trade and translate the African Continental Free Trade Area (AfCFTA) into practical market opportunities.

This support has yielded tangible progress. A total of 60 micro, small, and medium-sized enterprises (MSMEs) had strengthened their readiness for certification and export procedures, with several reporting business growth and preparing to enter regional markets. Entrepreneurs are moving from awareness of AfCFTA opportunities to operational readiness, building the structures required to participate in regional value chains.

In Ghana, Miller and Marian, a company founded by Dr. Marian Ester Miller has successfully obtained the AfCFTA Certificate of Origin and is now trading under the preferential regime, enabling it to export its products, including to Namibia, without paying customs duties. This has significantly reduced operational costs and enhanced its competitiveness in foreign markets.

For SoftBerry Solutions, the journey continues toward further business growth, regional partnerships, and expanding digital trade opportunities across African and international markets. With growing networks and a stronger regional outlook, the company is positioning itself to support cross-border commerce and digital transformation initiatives beyond Botswana.

"Since the workshops, we have expanded our network beyond Botswana, engaging with partners and potential clients across African markets while exploring partnerships in East Africa, West Africa, Europe, and North America," Cindy said. ***"We are also positioning SoftBerry Solutions to support digital transformation projects with a stronger regional outlook and create cross-border trade opportunities for African businesses."***

Learn more about ACBF's Trade as an Engine of Economic Development – https://theacbf.org/impacting-africa/trade-as-an-engine-of-economic-development/



Our Contribution to advancing Trade and Economic Transformation

500+ stakeholders engaged, including 100 representatives from civil society, youth, and women's groups through training, workshops and policy dialogues, strengthening inclusive participation in regional trade.

100+ MSMEs strengthened export readiness, with several advancing toward cross-border market entry.

22 countries supported through AfCFTA capacity development, strengthening national implementation and trade facilitation systems.

21 national AfCFTA ambassadors trained, leading awareness and implementation efforts at country level.

Agenda 2063: Goal 4 - Transformed Economies and Job Creation
SDG 8: Decent Work and Economic Growth
SDG 17: Partnerships for the Goals



4. Leading Public Finance Reform Across Africa

Effective public financial management depends on strong policy frameworks and leaders who align institutions, execute effectively, and sustain reform over time.

In Côte d'Ivoire, this approach is reflected in how Alla Kouassi Martial, Director of Organizations and Monitoring and Evaluation at the Ministry of Economy, Finance and Budget, coordinates the implementation of public finance reforms across multiple government entities.

His role requires aligning institutions, managing competing priorities, and sustaining execution across complex reform processes.

Prior to enhancing his leadership approach, implementation relied heavily on individual execution, limiting coordination, and slowing progress across teams.

> *"Before, when you want to go fast, you tell yourself you need to do it yourself. And that is not necessarily very relevant, especially when you have a lot of things to do at the same time. Thanks to the program and conversations with our coaches, I learned to let go a little, to delegate tasks so that we could be more effective in carrying out our missions."*

Through participation in the Leadership Excellence in Africa's Public Sector (LEAPS) program, Alla Kouassi Martial improved his approach to collaboration, delegation, and decision-making, shifting from individual execution toward collective ownership across teams.

This shift now shapes how reform is implemented within the Ministry. He leads key processes informed by this approach, including the preparation of Côte d'Ivoire's public finance reform strategic plan for 2026 to 2028 and the Ministry's strategic action plan for 2026 to 2030.

> *"The confidence of the top leadership who support the activities I wish to carry out, and the fact that certain activities are new, allows me to implement more easily since I am the one putting a number of processes in place."*

His experience reflects a broader pattern across African public institutions, where leadership capacity determines whether reforms move from policy design to implementation.



ACBF's Economic and Social Governance program addresses this gap by strengthening the leadership and institutional capacity required to deliver accountable and effective governance. Through the LEAPS program, senior public officials develop the skills required to coordinate institutions within the Public Finance Management (PFM) ecosystem, manage resistance, and sustain reform implementation.

In 2025, 79 senior officials from Ghana, Côte d'Ivoire, Kenya, Senegal, and Zimbabwe applied these leadership competencies directly to ongoing reform challenges within their institutions, strengthening implementation across PFM systems.

At the continental level, ACBF translated policy dialogue into decision-making. In April 2025, more than 500 participants from 26 countries convened at the first International Conference on Digital Economy and Taxation in Africa. Ministers of finance, tax administrators, parliamentarians, and researchers produced a recommendation for a continental digital taxation strategy under the African Union.

Six months later, Member States endorsed this recommendation at the 8th Specialized Technical Committee meeting in Johannesburg, linking convening to policy adoption.

Our Contributions to advancing Economic and Social Governance across Africa

2,200+ professionals strengthened expertise in tax governance and digital economy taxation under the BETA program, improving capacity to design and implement fiscal reforms.

500+ policymakers and experts from 26 countries engaged in continental dialogue, contributing to the development and alignment of digital taxation frameworks.

79 senior officials completed the LEAPS program across 5 countries, strengthening leadership capacity to drive public sector reform and institutional coordination.

24 officials from 19 countries strengthened crisis-time public financial management capabilities, improving preparedness and response to fiscal risks.

21 officials from 10 countries strengthened their capacity on contingent liability management and developed action plans to address the risk on their country's public debt portfolio.

26 heads of public sector reforms from 8 countries strengthened their capacity on "Advancing Public Administration Reforms and Policy Coherence for More Inclusive, Effective, Digital, and Green Governance."

ACBF contributed to the design of the fiscal ecosystem analysis framework, bringing the African perspective.

Agenda 2063: Goals 11 and 12 - Democratic Governance and Capable Institutions
SDG 16: Peace, Justice and Strong Institutions
SDG 17: Partnerships for the Goals

Learn more about ACBF's Economic and Social Governance – https://theacbf.org/impacting-africa/economic-and-social-governance/



5. Improving Delivery Capacity Where Systems Are Under Strain

ACBF's Special Programs addresses areas where institutional capacity determines the effectiveness and sustainability of development outcomes, focusing on tobacco control, biomedical research, animal health, and public health governance. In 2025, these interventions translated technical capacity into institutional results, strengthening policy implementation, expanding research networks, and reinforcing systems that support public health and regulatory effectiveness.

Tobacco Control Program (TC III)

Effective tobacco control depends on institutions that can regulate industry influence, enforce policy, and sustain public health outcomes. In many countries, these systems remain uneven, limiting the impact of existing frameworks.

In June 2025, Ethiopia adopted a Code of Conduct governing interactions between public officials and the tobacco industry, following sustained technical support to the Mathiwos Wondu Foundation, structured engagement with the Ethiopian Food and Drug Authority, and continued dialogue with relevant ministries. The framework established a clear and enforceable model for countries implementing WHO Framework Convention on Tobacco Control guidelines.

In Kenya, contributions from ACBF-supported partners informed the Tax Amendment Act, introducing a unified cigarette tax rate and increased excise taxes on tobacco and nicotine products, strengthening public health outcomes and domestic revenue mobilization.

Across Côte d'Ivoire, Benin, Zambia, and Ethiopia, civil society platforms strengthened engagement with governments and played a greater role in shaping national tobacco control strategies. Regional centers trained over 200 practitioners from more than 30 countries and produced research on taxation, industry monitoring, and regulatory reform.

At the continental level, ACBF co-convened the first African Union dialogue on tobacco control and commissioned a continent-wide study examining the intersection between the AfCFTA and tobacco control. In November 2025, the Foundation was admitted as an accredited observer to the Meeting of the

Parties (MOP4) to the Protocol to Eliminate Illicit Trade in Tobacco Products, further strengthening its role and visibility in global tobacco control governance. In addition, the Foundation played a catalytic role in facilitating the engagement of the African Union Commission (AUC) and the Africa CDC in the COP to the WHO Framework Convention on Tobacco Control, helping elevate Africa's voice and visibility within global tobacco control networks, while strengthening the continent's participation in shaping international tobacco control policies and priorities.

These interventions strengthened institutional capacity to design, implement, and sustain tobacco control policies across Africa.

Our Contributions to advancing Tobacco Control and Public Health Policy

2 major national policy reforms advanced in Ethiopia and Kenya, strengthening regulatory frameworks and tobacco taxation.

13 institutions strengthened across 14 countries, with several reaching high sustainability levels, contributing to quality national policy development and implementation.

200+ practitioners trained from 30+ countries on tobacco taxation, industry monitoring, and regulatory reform contributing to a growing cadre of African experts capable of advancing effective tobacco control policies and regulatory reforms at national and regional levels.

30+ policy-relevant research outputs produced to support evidence-based decision-making

Agenda 2063: Goal 3 — Healthy and Well-nourished Citizens
SDG 3: Good Health and Well-being
SDG 17: Partnerships for the Goals | Agenda



SPIA — Strengthening Capacity of Strategic Partner Institutions in Africa

Biomedical research institutions across Africa play a central role in improving health outcomes, yet many operate with constrained financial models, evolving governance structures, and limited institutional systems to sustain long-term research and innovation.

ACBF's Strengthening the Capacity of Strategic Partner Institutions in Africa program focused on strengthening these foundations, enabling research institutions to operate with greater financial resilience, stronger governance, and more effective organizational systems.

At the Science for Africa Foundation (SFA), one of the ACBF-supported institutions under SPIA, institutional reforms translated into measurable financial and operational gains.

The introduction of a Cost Recovery Policy and Pricing Model aligned program revenues with actual operational costs, reducing reliance on donor-restricted funding, and strengthening financial sustainability. As a result, the Foundation achieved an unrestricted surplus of $998,000 in 2025, a 76% increase from the previous year.

Governance reforms reinforced this progress. The development and implementation of a Board Evaluation Framework clarified roles, strengthened accountability, and improved consistency in board performance. At the African Institute for Biomedical Science and Technology (AIBST), another supported institution, complementary governance reforms, including revised constitutional and board structures, increased engagement and commitment among trustees, strengthening institutional leadership.

Institutional strengthening also extended to human capital systems. The implementation of a structured human resources strategy improved workforce diversity and organizational effectiveness. At the SFA , non-Kenyan technical staff reached 28%, exceeding the 25% target, while gender balance improved across staffing levels, reflecting stronger integration of diversity, equity, and inclusion principles.

These changes reflect a broader shift in how research institutions operate. Financial sustainability, strengthened governance, and improved human capital systems are enabling African research organizations to design and deliver programs with greater independence, resilience, and long-term impact.

ACBF's intervention strengthened the institutional foundations required for research and innovation, positioning partner institutions to contribute more effectively to drug discovery, development, and health system outcomes across the continent.

Learn more about ACBF's Special Programs – https://theacbf.org/impacting-africa/special-programs/



Our Contribution to advancing Science and Technology

3 research institutions
strengthened through governance, financial, and organizational reforms.

Financial sustainability
improved, with SFA Foundation unrestricted surplus increasing by 76 % (US $566,000 to US $998,000).

Agenda 2063: Goal 3 - Healthy and Well-nourished Citizens
SDG 3: Good Health and Well-being
SDG 9: Industry, Innovation and Infrastructure

SHAPING POLICY THROUGH KNOWLEDGE AND EVIDENCE

ACBF's knowledge work in 2025 strengthened how decisions are shaped across institutions, governments, and policy platforms, positioning evidence as a central driver of reform and implementation. This shift is reflected in the growth of the ACBF e-library, where unique visitors increased from 54,087 in 2024 to 596,538 in 2025, an increase of more than 1,000 percent in a single year.

Total visits exceeded 1.1 million. The platform hosts over 1,000 curated knowledge resources, and its growth reflects an expanding appetite among policymakers, researchers, and development practitioners across the continent for accessible, evidence-based policy research.

The Foundation's knowledge work extended across all strategic pillars. Under the Trade program, ACBF produced the Africa Export Competitiveness Report and analytical reports on factoring as an innovative financing instrument for SMEs, informing policy dialogues at the Trade Finance Seminar and Factoring Workshop.[1]

The 11th Africa Think Tank Summit held in Addis Ababa brought together more than 600 participants from over 40 countries, generating insights on bridging the gap between policy design and fiscal implementation. Findings were documented in policy briefs and disseminated to policymakers and development partners. During the summit, the Foundation released the book "Creation, Management, and Sustainability of Think Tanks in Africa"[2],

A post-summit survey conducted following ATTS 2025 showed that 72% of participant respondents had already taken concrete action influenced by the Summit, while 84% reported new partnerships or collaborations either established or under active discussion. Participants reported policy reform initiatives, joint research projects, training programs, and grant proposals emerging from engagements initiated during the Summit, reflecting sustained momentum beyond the convening itself.

The African Union Commission (AUC) officially launched the Africa Think Tank Platform (ATTP) Project, a five-year US$50 million initiative funded by the World Bank Group to strengthen evidence-based policymaking. Partnering with the AUDA-NEPAD and ACBF, the ATTP Project supports a first cohort of 13 African think tanks to drive Agenda 2063 by

1 https://elibrary.acbfpact.org/
2 https://elibrary.acbfpact.org/



providing research on economic transformation, food security, climate, trade, human capital, and digitalization.

Under the Agribusiness Facility, knowledge management activities supported the development of a knowledge repository capturing best practices and innovations from participating institutions, enabling continuous learning across the agribusiness ecosystem. This reinforced broader efforts to strengthen knowledge sharing and evidence-driven development across the continent.

Our Contribution to Advancing Knowledge & Policy Innovation

1.1 million+ total visits across ACBF digital knowledge platforms.

596,538 unique users accessed the ACBF e-library, up from 54,087 in 2024.

3,000+ policymakers, researchers, and practitioners engaged in knowledge dialogues and policy forums.

600+ participants convened annually through the Africa Think Tank Summit across more than 40 African countries.

20 knowledge products produced to inform policy, including flagship reports and thematic research.

100+ knowledge-sharing events delivered institution-wide, including the 11th Africa Think Tank Summit

Agenda 2063: Goal 2 - Well-educated Citizens and the Knowledge Revolution
SDG 17: Partnerships for the Goals
SDG 4: Quality Education

Learn more about ACBF Knowledge Management – https://theacbf.org/impacting-africa/knowledge-management/

DRIVING VISIBILITY AND STRATEGIC INFLUENCE

In 2025, ACBF expanded its continental reach, elevated its digital presence, and reinforced its role as a leading platform for policy dialogue, knowledge exchange, and strategic engagement across Africa. Through refreshed branding, stronger digital engagement, high-level convenings, and expanded media visibility, the Foundation reinforced its positioning with policymakers, partners, and stakeholders across the continent.

Repositioning ACBF for Greater Continental Reach

The launch of ACBF's refreshed brand identity during the International Conference on the Taxation of the Digital Economy marked a new chapter in the Foundation's institutional visibility and digital engagement across Africa.

Combined with the redesigned website and strengthened digital strategy, the refreshed identity improved access to ACBF's knowledge products, elevated institutional visibility, and amplified engagement with policymakers, partners, media, and emerging audiences.

The integration of the ACBF e-library further expanded access to curated knowledge and policy resources across the continent, reaching over 1.1 million views, while the Foundation's newsletter strengthened direct engagement with member countries, partners, policymakers, and stakeholders.

300,000+
impressions generated within the first month of the brand refresh rollout

+45%
engagement rate achieved across campaign content



8,191 **users and**

14,776 **page views recorded in** the website's first month

115% increase in website traffic at launch

75% growth in organic search traffic

80% INCREASE
in overall digital engagement

3000+ NEWSLETTER
subscribers reached

39%
newsletter open rate maintained



Strengthening Digital Reach and Stakeholder Engagement

ACBF continued to grow its digital community and audience engagement across platforms.

17,200+
followers across platforms



5,000+
new followers added organically in 2025



3.5 MILLION
organic impressions generated



LinkedIn remained central for policy engagement, while Instagram expanded visibility among emerging professionals and younger audiences.

Expanding Media Presence and Thought Leadership

ACBF significantly expanded its visibility across African and international media platforms, with coverage in outlets such as Xinhua News Agency, Deutsche Welle, Sputnik Africa, Fox4KC, and Press News Agency, as well as major African media networks.

400+

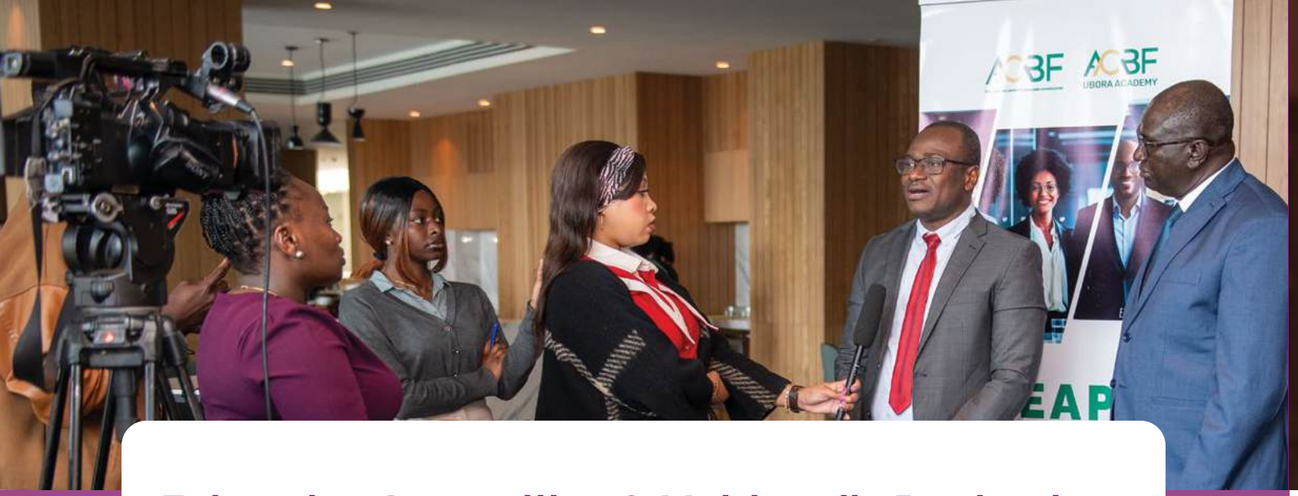
media articles
published

204 MILLION

people reached
globally



Expanded visibility in Nigeria, South Africa, Ethiopia, Ghana, Senegal, Gabon, Kenya, Zambia, among others



Enhancing Storytelling & Multimedia Production

The Ubora Multimedia Studio strengthened ACBF's digital storytelling and multimedia production capacity, supporting visibility, knowledge sharing, and audience engagement across the Foundation's programs and flagship initiatives.

40+

multimedia productions delivered across flagship programs, trainings, and continental convenings

45+

taxation course videos produced for the "Good Governance and Transparency in Taxation" and "Taxing the Digital Economy" courses

Continued growth of the "Our Stories" platform through impact narratives, beneficiary stories, and thought leadership content

60+

LEAPS training videos edited for leadership and governance learning programs

15+

Testimonial videos, summit interviews, and promotional campaigns produced to strengthen institutional visibility and stakeholder engagement



Supporting Partner Visibility & Strategic Positioning

ACBF leveraged strategic communications, institutional storytelling, and media engagement to strengthen the visibility, positioning, and stakeholder outreach of partner institutions and continental initiatives across Africa. These efforts supported stronger public engagement, enhanced recognition of partner-led work, and elevated the visibility of development initiatives within key policy and knowledge spaces.

Strategic communications support was provided to a wide range of institutions and initiatives across the continent, with the following highlighted engagements representing broader support delivered across programs and sectors:

- The Africa Think Tank Platform, an initiative led by the African Union and co-implemented by African Union Commission, AUDA-NEPAD and ACBF.
- Institute of Climate Change Adaptation and Sustainable Agriculture (ICCASA)
- The World Association for the Advancement of Veterinary Parasitology (WAAVP-AN)
- Association Mauritanienne pour la Lutte contre la Tuberculose et le Sida (Amaluts)
- Alliance Congolaise pour le Contrôle du Tabac (ACCT)
- The Horn Economic and Policy Institute (HESPI)
- Centre d'Études et de Recherches sur l'Analyse et les Politiques Économiques (CERAPE)

Support included but was not limited to institutional branding, visual identity development, multimedia storytelling, digital engagement strategies, media outreach, coaching and communications support for major launches, convenings, and continental initiatives.

Watch highlights of the official launch of the Africa Think Tank Platform: https://drive.google.com/file/d/1cPV1AP-FR0zB5rSvNL9PvISpNXHY9LcDr/view?pli=1





Convening Africa's Policy Community

Flagship convenings reinforced ACBF's role as a platform for continental dialogue, policy coordination, and institutional collaboration, bringing together governments, researchers, development partners, and practitioners to advance shared African priorities.

International Conference on the Taxation of the Digital Economy

- Advanced discussions toward a coordinated African approach to digital taxation
- Supported policy alignment on domestic resource mobilization and taxation of the digital economy
- Convened policymakers, tax administrators, researchers, and development partners from 26 countries and 37 institutions
- Engaged over 560 in-person and virtual participants in dialogue on Africa's evolving digital tax landscape

Watch highlights of the conference: https://www.youtube.com/watch?v=p_w2DV54UVw

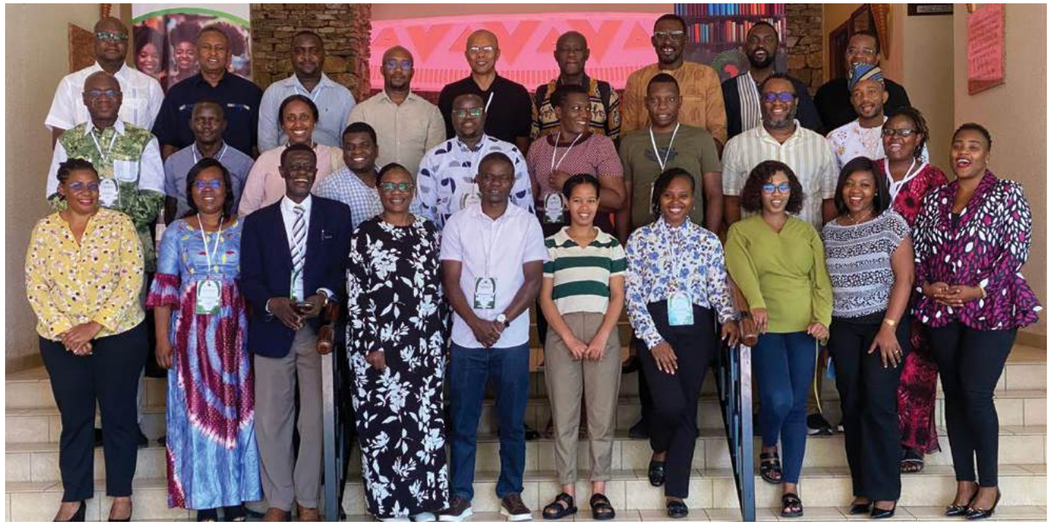
11th Africa Think Tank Summit

- Generated policy insights on bridging the gap between policy design and fiscal implementation
- Strengthened collaboration between African think tanks, policymakers, and development partners
- Engaged more than 600 participants from over 40 countries to advance evidence-based policymaking across Africa
- Supported dissemination of policy briefs and continental knowledge products

Watch highlights of the official opening: https://www.youtube.com/watch?v=SD_PKznzWxY

The Year in Review - ACBF Strategic Activities - 2025

Tobacco Control III Annual Coordination Meeting in Victoria Falls, Zimbabwe







1st International Conference on Taxation of the Digital Economy, Dakar, Senegal









OECD Policy Dialogue on Public Administration, Accra







CADAST Regional Trade Workshop, Libreville









Strategic Advisory Panel Meeting on PFM Reforms



Africa Export Competitiveness Report Launch in Harare, Zimbabwe



Enterprise Mindset Training for Francophone Youth, Addis Ababa, Ethiopia, in partnership with OIF







AU-GRAP Climate Finance Trainings in Lesotho, Namibia, Rwanda, Senegal and Côte d'Ivoire.









Design Thinking Workshop for African Think Tanks, Johannesburg, South Africa









Continental Dialogue on Tobacco Control, Addis Ababa, Ethiopia







Continental Dialogue on Tobacco Control, Addis Ababa, Ethiopia











AI for Agenda 2063 Monitoring Training, Lusaka, Zambia









11th Africa Think Tank Summit, Addis Ababa











CADAST Assessment Workshop, Lome, Togo







PFM Crisis Management Workshop, Dar es Salaam, Tanzania



CADAST Civil Society Training, Arusha, Tanzania



Held 2nd Cohort of the Enterprise Mindset in Multilateral Environment training in Addis Ababa, Ethiopia









ICCASA Office Launch, Nairobi, Kenya











LEAPS Program Cohort 1 Graduation in Cote d'Ivoire, Ghana, Kenya, Senegal and Zimbabwe









34th Meeting of the Board of Governors, Addis Ababa, Ethiopia











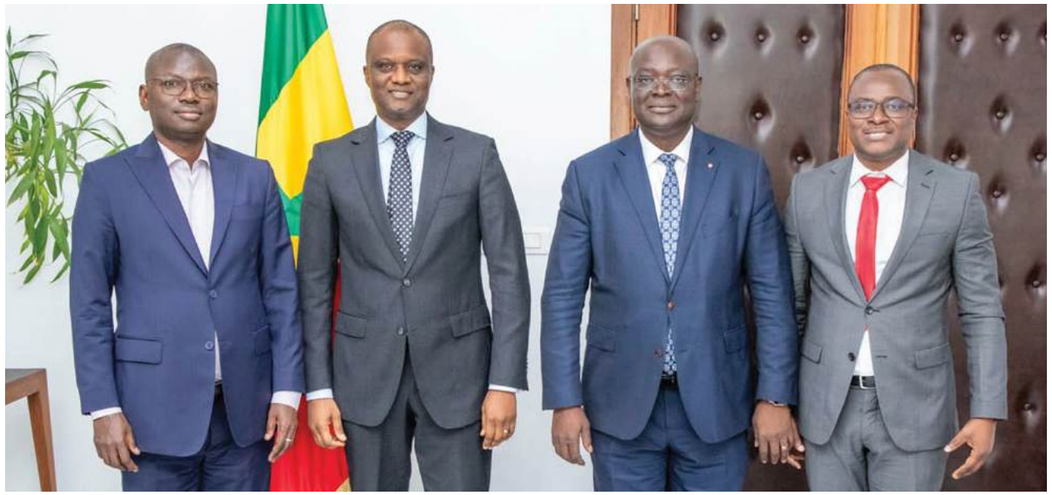
A Snapshot of the Executive Secretary Strategic Engagements



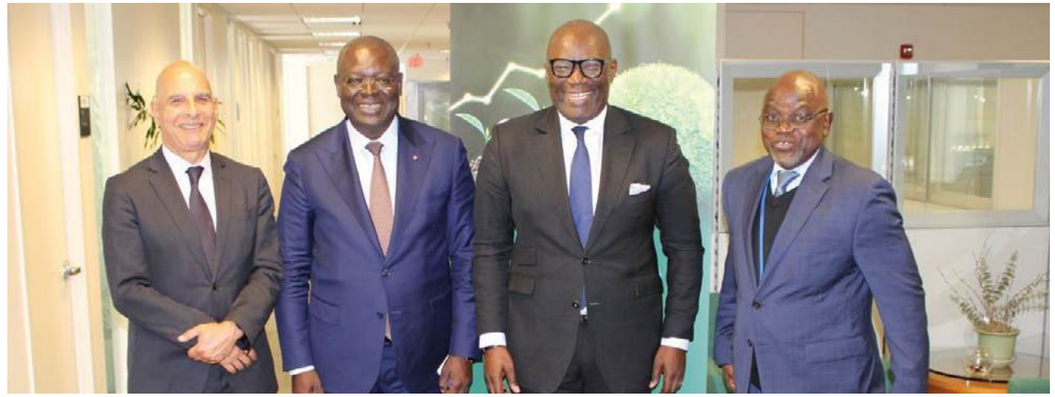
Meeting with Dr. Natu El-Maamry Mwamba, Permanent Secretary Treasury, Ministry of Finance and Planning, Tanzania



Keynote at East Africa Philanthropy Conference, Rwanda



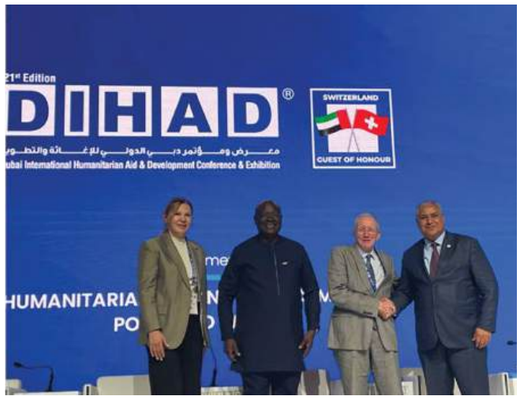
Meeting with Honorable Abdourahmane Sarr, Minister of Economy, Planning and Cooperation, Senegal



Meeting with Cheikh Ibrahima Diong, Executive Director of FRLD Fund for the Reparation of Loss and Damage



Participation in the Global Conference on Cyber Capacity Building, Switzerland



Took part in a high-level panel discussion at the DIHAD – Dubai International Humanitarian Aid & Development in United Arab Emirates



Meeting with Dr. Ngueto Yambaye, President of FAGACE, and Dr.Sidi Ould Tah, AfDB President



Participation in the 5th Strategic Advisory Panel Meeting Reviewing Progress of the ELG-PFM Program



Meeting with Mrs. Botho Keba Bayendi, Director of Strategic Planning and Delivery, African Union Commission



Meeting with H.E. Selma Malika Haddadi, Deputy Chairperson, African Union Commission



MOU signing with the Africa-Europe Foundation



Joined high-level side event at the Tokyo International Conference on African Development in (TICAD9), Japan



Opening of PFM Crisis Management Workshop, Tanzania



Meeting with Wamkele Mene, Secretary General of AfCFTA



MOU signing with the African Forum and Network on Debt and Development (AFRODAD)



Participation in Global Dialogue on Finance Innovation at the SupTech Week, USA



High level engagement at the NIYEL Slingshot, Senegal



Board of Governors Meeting and the 11th Africa Think Tank Summit, Ethiopia

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

These ACBF audited annual financial statements cover the period January 2025 to December 2025 and provide comparative data for the prior accounting period, January 2024 to December 2024.

INDEPENDENT AUDIT OPINION

The Foundation received an unqualified audit opinion from external auditors, Grant Thornton Chartered Accountants (Zimbabwe). The independent auditors' opinion for the year was that, the annual financial statements present fairly, in all material respects, the financial position of The African Capacity Building Foundation as at 31 December 2025, and its financial performance and its cashflows for the year then ended, in accordance with International Financial Reporting Standards ("IFRSs") Accounting Standards as issued by the International Accounting Standards Board (IASB) 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 2025

	2025	2024
	US$	US$
ASSETS		
Non-current assets		
Property and equipment	2 144 787	2 116 488
Right of use asset	848 691	1 085 164
Non-Current Assets	**2 993 478**	**3 201 652**
Current assets		
Inventories	8 899	18 735
Accounts receivable	14 039	2 562
Amounts due from staff	90 284	104 220
Advances to projects	3 030 669	2 259 936
Other assets	266 819	443 536
Cash and cash equivalent	19 487 584	16 016 358
Current assets	**22 898 294**	**18 845 347**
TOTAL ASSETS	**25 891 772**	**22 046 999**

	2025	2024
	US$	US$
ACCUMULATED FUND AND LIABILITIES		
Accumulated fund	**21 299 517**	**17 386 837**
Current liabilities		
Provisions	978 901	839 631
Other liabilities	2 336 560	2 746 203
Financial lease liability	507 170	224 538
Terminal gratuity	301 144	184 000
Current liabilities	**4 123 775**	**3 994 372**
Non-current liabilities		
Financial lease liability	468 482	665 788
TOTAL EQUITY AND LIABILITIES	**25 891 774**	**22 046 997**

THE AFRICAN CAPACITY BUILDING FOUNDATION

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	US$	US$
INCOME		
Non-current assets		
Member states contributions	3 103 100	2 453 354
Special contributions	14 053 572	12 804 288
Other income	1 732 868	1 066 463
Total revenue	**18 889 540**	**16 324 106**
EXPENDITURE		
Project expenses – all key impact areas	11 120 004	7 598 404
Project and program development expenses	2 093 696	2 029 061
Administration and board expenses	1 763 160	1 528 657
Total expenditure	**14 976 860**	**11 156 122**
Excess of income over expenditure	**3 912 680**	**5 167 983**

PEOPLE BEHIND DELIVERY

Our Leadership



Mamadou Biteye
Executive Secretary



Abdrahamane Dicko
Director of Programs & Impact



Moussa Elhadji Adam
Director of Business Services and Operations



Bakary Diallo
Director, Ubora Academy



Shupikayi B. Chimhini
Legal Counsel



Fatou Diouf
Head of Communications & Influencing

Our Team



Rodolphe Bance
Head of Economic & Social Governance



Betina Edziwa
Head of Special Programs



Charles Kofi Owusu
Head of Climate Change & Energy for Productive Use



Edem Messa-Gavo
Senior Impact Measurement Officer



Odilia B. Gnassingbe-Essonam
Coordinator, Trade Program



Seyram Agemenya
Coordinator, Climate Program



Amb. Laho Bangoura
Special Advisor to the Executive Secretary



Allen Namale
Procurement Specialist



Ouafa Belgacem
Business Development Specialist



Thulani Mkhosana
Risk and Compliance Officer



Spencer Bokosha
Head of Finance



Fasil Yilma
Head of ICT



Mohamed S Osman
Program Officer



Taurai Machona
Accounting Officer



Emmanuel Nji Kah
Bio-Medical Expert



Barassou Diawara
Senior Knowledge Management Expert



Bakary Kone
Special Advisor, Strategic Partnership



Daouda Elhadji Adam
Tobacco Control Expert



Alice Acwanyo
E-Learning Specialist



Marvellous Matswimbo
Communications and Multimedia Associate



Aku Burawudi
Board Affairs Associate



Josephine N Mailu
People & Culture Specialist



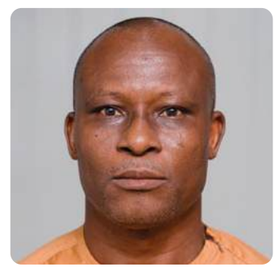
Patience Yakobe
Program Officer



Linda Etale
Program Officer



Marie-Therese Kadurira
Executive Assistant



Joseph Zormelo
Accounts Associate



Barbra Pasipanodya
Administrative Associate



Olga Otieno
Administrative Associate



Ruramai Marandu
Program Associate



Eric Mawuli Nyakpo
Program Associate



Grand Mutondo
Information Management Associate



Shine Aidam
Administrative Associate



Jonathan Sithole
Office and Transport Associate



Donald L Mukolwe
Program Associate



Senzeni Chingonzo
Senior Administrative Associate



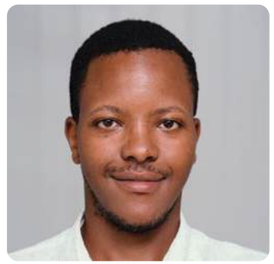
Patience Jambaya
Finance Associate



Richard Taguma
Office and Transport Associate



Leadmore Muzamani
IT Support Administrator



Eddie Mhishi
ICT Consultant



Governance and Partners

ACBF operates under a governance framework that ensures accountability, strategic guidance, and alignment with its pan-African mandate. The Foundation's tripartite structure brings together Member States, regional and international partners, and the African Union, strengthening representation and institutional credibility.

The **Board of Governors** sets overall policy direction, reviews institutional performance, and supports resource mobilization, ensuring that the Foundation remains responsive to continental priorities and partner expectations.

The **Executive Board** provides strategic oversight of the Foundation's operations, approving programs and budgets while ensuring financial integrity, compliance, and alignment with strategic priorities.

The **Executive Secretary** leads the Secretariat and oversees the implementation of the Foundation's strategic direction. In this role, the Secretariat drives program delivery, strengthens institutional partnerships, and advances policy engagement across the continent, ensuring that ACBF's work translates into measurable results.

This governance structure supports inclusive decision-making, operational transparency, and results-oriented leadership, reinforcing ACBF's role as a trusted continental institution.

Acknowledgements

The progress achieved in 2025 reflects a shared commitment to strengthening Africa's capacity for sustainable development. ACBF's work continues to be shaped by the engagement and collaboration of its Member States, partners, and institutions across the continent.

ACBF remains a pan-African institution, with 40 Member States contributing to a collective vision of a resilient, inclusive, and self-sustaining Africa. Their continued support has enabled the Foundation to expand its reach, strengthen institutions, and deliver results across its key areas of intervention.

The Foundation acknowledges the strategic contribution of its funding and implementation partners, including the African Development Bank, the African Union, the World Bank Group, Afreximbank, BADEA, UNDP, the Gates Foundation, and the Rockefeller Foundation. These partnerships have supported the delivery of high-impact programs, strengthened institutional systems, and expanded access to capacity development across countries.

ACBF also recognizes the contribution of experts, researchers, and technical advisors whose work has strengthened policy development, institutional performance, and knowledge systems across the continent. Their expertise continues to shape the Foundation's ability to respond to complex development challenges.

Across all programs, beneficiaries remain central to ACBF's work. Public officials, entrepreneurs, researchers, and practitioners have translated capacity into action, contributing to institutional reform, economic development, and improved governance outcomes.

ACBF acknowledges the growing role of youth and women in shaping Africa's development trajectory. Their participation across programs reflects a shift toward more inclusive and forward-looking development systems.

The Foundation remains committed to strengthening partnerships, expanding its reach, and supporting institutions that can sustain development outcomes across Africa.

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