



THE AFRICAN CAPACITY BUILDING FOUNDATION

ANNUAL REPORT 2024

Shaping Africa's Future through Capacity
Building and Innovation



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ACRONYMS

AAI	African Adaptation Initiative
ACBF	African Capacity Building Foundation
ACCC	African Climate Capacity Center
AfCFTA	African Continental Free Trade Area
AU	African Union
AUDA-NEPAD	African Union Development Agency - New Partnership for Africa's Development
ATTS	Africa Think Tank Summit
CADAST	Capacity Development for Africa's Structural Transformation
CRSIP	Continental Climate Resilient and Smart Infrastructure Policy
EPRC	Economic Policy Research Centre
FCDO	Foreign Commonwealth and Development Office
GCF	Green Climate Fund
GGGI	Global Green Growth Initiative
ICCASA	Inclusive Climate Change Adaptation for a Sustainable Africa
KIAs	Key Impact Areas
LEAPS	Leadership Excellence in Africa's Public Sector
MCF	Mastercard Foundation
MERL	Monitoring, Evaluation, Reporting & Learning
PFM	Public Financial Management
SALCA	Strengthening African Leadership for Climate Action
SDG	Sustainable Development Goals
SMEs	Small and Medium Enterprises
TCFP	Transformative Climate Finance Program
TOTs	Trainers of Trainers
UNOSAA	United Nations Office of the Special Adviser on Africa

LETTER OF TRANSMITTAL TO THE BOARD OF GOVERNORS

RE: Annual Report 2024

Dear Honorable Chair and Members of the Board of Governors

I have the honor of presenting the African Capacity Building Foundation's Annual Report from 1 January 2024 to 31 December 2024.

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



Mr. Mohamed Beaguovi
Chair, Executive Board
African Capacity Building Foundation

MESSAGE FROM THE CHAIR OF THE BOARD OF GOVERNORS



As we embark on a new chapter in the life of our Foundation, the African Capacity Building Foundation (ACBF), I would like to take a moment to highlight its achievements over the past two years and to outline its forward-looking vision.

Indeed, since assuming leadership of the Board of Governors in 2023 on behalf of the Government of the Republic of Côte d'Ivoire, I have had the privilege of being both an active participant and a privileged witness to a transformative chapter in ACBF's history, notably marked by the adoption of a bold and paradigm-shifting Strategic Plan for 2023–2027, built around four key impact areas:

- Climate change and energy for productive use,
- Agrobusiness and food sovereignty,
- Trade as a driver of economic development, and
- Economic and social governance.

Since 2023, in a challenging economic, social, and environmental context—characterized, among other things, by recurrent exogenous shocks (such as the COVID-19 pandemic, geopolitical tensions, and tightening financing conditions)—ACBF has demonstrated agility, resilience, and collective commitment. The Foundation has taken appropriate steps to redefine its role, especially by shifting from being primarily a grant-making institution to becoming a dynamic organization offering quality capacity building through three main service offerings:

- The Institutional Accelerator Model,
- The Knowledge Management Hub, and
- The African Capacity Building Academy.

Over the past year, ACBF has successfully implemented 12 high-impact programs, representing an investment of over US\$60million, supported by 10 development partners.

These interventions have focused on strengthening the institutional capacities of strategic partners, enhancing the skills of public sector professionals, and empowering women and youth as key actors in sustainable development. In this regard, I would like to encourage Member States and development partners to actively make use of the opportunities offered by ACBF's growing portfolio of transformative programs.

This portfolio is growing rapidly and is expected to expand further with the implementation of the Building Excellence in Taxation in Africa (BETA) program and the Project Implementation Capacity for Africa (PICA) program.

As part of its organizational renewal agenda, ACBF has also undertaken major reforms to modernize its governance framework. In this context, I am pleased to share the successful selection and appointment of a new Executive Board composed of distinguished leaders from Africa and beyond. With a rich diversity of expertise across economics, governance, finance, communication, and international development, this Board will provide strategic guidance to deepen the ongoing transformational change.

It is also worth noting that as we approach the midpoint of the 2023–2027 Strategy, valuable lessons are emerging, including:

- (a) Strategic partnerships are essential for effective resource mobilization and successful knowledge sharing;
- (b) The Foundation's agility in the face of funding delays, participation constraints, and other external shocks has been crucial to maintaining program momentum; and

- (c) Innovations such as the UBORA Academy and the Digital Library have significantly expanded ACBF's reach, making its knowledge management resources more accessible across Africa.

I would therefore like to solemnly call on all Governors to support the initiatives led by the Executive Board, with the support of the Secretariat, aimed at creating an Endowment Fund for Capacity Building in Africa, whose investment will generate sustainable resources to cover needs and enable ACBF to extend its interventions and deepen its impact across the continent.

In light of the above, I would like to express my deep gratitude and appreciation to the Board of Governors for their unwavering belief in capacity building as a key driver of sustainable development for our countries. I extend this expression of gratitude to the Executive Board for the quality of its strategic leadership, and to the Executive Secretariat and all the staff for their dedication in implementing ACBF's ambitious vision.

I also invite all member countries to continue, as they have always done, to support this renewed momentum of ACBF by honoring their commitment, which constitute a vital financial resource for the achievement of its assigned missions.

Ultimately, I remain convinced that with its renewed strategic clarity, diversified program portfolio, and strong, dynamic leadership, ACBF is well positioned to remain the trusted and essential partner for capacity building in Africa.



Mr Adama Coulibaly

Chair, Board of Governors

African Capacity Building Foundation

Minister of Finance and Budget, Cote d'Ivoire

FOREWORD FROM THE CHAIR OF THE EXECUTIVE BOARD



I assumed the role of Chair of the ACBF Executive Board at a defining moment in the Foundation's ongoing transformation to enhance operational efficiency and program performance. The suite of reforms initiated by the Secretariat and my predecessor between 2022 and 2023 began to bear fruit in 2024. These reforms—ranging from streamlining business processes to aligning talent with the Foundation's evolving mandate—are now reflected in the results presented in this report. One of our most significant achievements has been the establishment of a robust institutional infrastructure that enables us to design and deliver impactful, responsive programming aligned with the needs of our member countries.

This report outlines the progress made across the four key impact areas of our Strategic Plan: Climate Change and Energy for Productive Use, Agribusiness and Food Sovereignty, Trade as an Engine of Economic Development, and Economic and Social Governance. It is inspiring to see ACBF re-energized and actively addressing some of the continent's most pressing capacity challenges. The development impact of our interventions is increasingly visible, and the future is promising.

That said, the year was not without its challenges. Unpredictable funding inflows and delays in disbursement affected progress unevenly across the impact areas. While notable advancements were made in Leadership and Governance in Public Financial Management and Climate Change Adaptation, other areas experienced slower momentum. This imbalance, if unaddressed, could limit the full realization of our strategic objectives. The Exec-

utive Board and the Secretariat are actively reflecting on these dynamics as we approach the mid-term review of our Strategic Plan.

Despite these constraints, I am proud to report that ACBF continues to demonstrate strong institutional performance. We have maintained the trust of traditional partners while attracting new ones, resulting in a 43% increase in our program portfolio compared to 2023 and an improved implementation rate of 85%. For example, in addition to continuing the third phase of our Tobacco Control Program, we welcomed expressions of interest from BADEA and the Islamic Development Bank to expand the Capacity Building for Empowering Women and Youth in the Agriculture Sector project beyond the initial three pilot countries.

We successfully launched the Enhancing Leadership and Governance in Public Finance Management (ELG-PFM) Programme and initiated implementation of the Capacity Development for Africa's Structural Transformation (CADAST) Project, with support from the Gates Foundation and the African Development Bank. Our partnership with the Government of Finland, through HAUS, is enabling us to tackle essential soft skills in leadership for domestic resource mobilization and public finance management. Additionally, the launch of the Ubora Academy marks a major step in our ambition to revolutionize capacity building across Africa. We are deeply grateful to all our partners for their continued confidence and collaboration.

ACBF's programming continues to be grounded in synergy and strategic collaboration, maximizing the use of resources and scaling results by leveraging each partner's comparative advantage. Our growing partnerships with the African Union Commission, the AfCFTA Secretariat, Afreximbank, the Gates Foundation, and others are proving critical in delivering transformative results in our member countries.

The achievements of 2024 have laid a solid foundation for ACBF to accelerate its mission to build transformative capacities for inclusive and sustain-

able growth across Africa. I am encouraged by the strength and diversity of our new Executive Board and the visionary leadership of the Executive Secretary, whose guidance is steering the Foundation toward greater excellence.

Our internal controls and governance structures remain strong and reliable, assuring our partners that their investments are managed with integrity and transparency. As we look to 2025, we are confident in our ability to scale impact and deliver meaningful results that align with Africa's priorities.

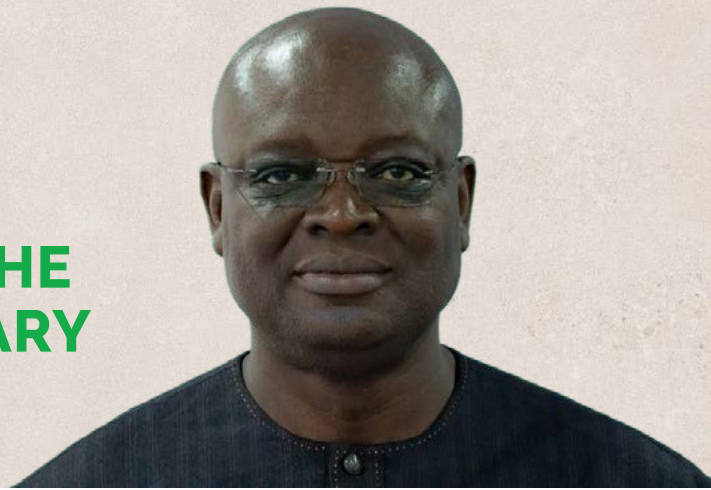


Mohamed Beavogui

Chair, Executive Board

African Capacity Building Foundation

INTRODUCTORY STATEMENT FROM THE EXECUTIVE SECRETARY



Reflections on 2024: Charting a Path Toward a Capable and Self-Reliant Africa

It is my distinct honor to present the African Capacity Building Foundation's Annual Report for 2024. This report captures a year of meaningful progress, strategic partnerships, and unwavering dedication to our mission: building the human and institutional capacity that Africa needs to achieve its development aspirations.

In a year marked by both opportunity and adversity, ACBF remained resolute in its commitment to strengthening the continent's capacity to design and implement sound policies, foster inclusive growth, and respond to emerging challenges. From supporting policy think tanks and regional institutions to empowering youth and women leaders, our work continues to be guided by the belief that Africa's future must be shaped by Africans themselves.

Among the year's most notable milestones was the launch of UBORA Academy, a flagship initiative designed to nurture Africa's next generation of transformative leaders. Its inaugural program, LEAPS (Leadership Excellence for Africa's Public Sector), convened emerging public sector professionals from across the continent to build leadership competencies, foster innovation, and strengthen governance.

We also proudly released the first edition of the Africa Export Competitiveness Report, a groundbreaking publication that provides data-driven insights into Africa's trade performance, value addition, and export potential. This report is a critical tool for policymakers and development actors seeking to enhance the continent's integration into global markets and unlock new pathways for economic transformation.

Throughout the year, we aligned our efforts with the African Union's Agenda 2063 and the Sustainable Development Goals, ensuring that our interventions are not only impactful but also sustainable. Our focus on knowledge generation, capacity development, and strategic advisory services has enabled us to deliver results that matter—results that build resilience, unlock potential, and drive transformation.

I extend my deepest gratitude to our Member States, development partners, and stakeholders for their continued trust and collaboration. Together, we are building a continent that is confident in its capabilities and bold in its ambitions.

As you read through this report, I invite you to reflect on the progress we've made and the journey ahead. The task ahead is great, but so too is our resolve.



Mamadou Biteye
Executive Secretary,
African Capacity Building Foundation

BOARD OF GOVERNORS - 2024

Leadership

Chair: Côte d'Ivoire - Adama Coulibaly

Vice-Chair: Chad -Tahir Hamid Nguilin

Vice-Chair: The Gambia - Seedy K.M. Keita

COUNTRY/INSTITUTION	GOVERNOR
 African Development Bank	Kevin Urama
 African Union Commission	Albert Muchanga
 Benin	Abdoulaye Bio Tchané
 Botswana	Ndaba Gaolathe
 Burkina Faso	Aboubakar Nacanabo
 Burundi	Nestor Ntahontuye
 Cabo Verde	Olavo Avelino Correia
 Cameroon	Alamine Ousmane Mey
 Central African Republic	Richard Filakota
 Comoros	Najda Said Abdallah
 Congo (Republic)	Ebouka-Babackas Ingrid Olga Ghislaine
 Congo (Democratic Republic)	Guylain Nyembo Mbwezya
 Djibouti	Ilyas Moussa Dawaleh
 Eswatini	Neil Rijkenburg
 Ethiopia	Ahmed Shide
 Gabon	Charles M'Ba

COUNTRY/INSTITUTION	GOVERNOR
 Ghana	Ken Ofori-Atta
 Guinea Bissau	Ilídio Vieira Té
 Guinea (Republic)	Mourana Soumah
 Kenya	John Mbadi Ng'ongo
 Liberia	Boima S. Kamara
 Madagascar	Rindra Hasimbelo Rabarininarison
 Malawi	Simplex Chithyola Banda
 Mali	Alousséni Sanou
 Mauritania	Sid'Ahmed Ould Bouh
 Mauritius	Navinchandra Ramgoolam
 Namibia	Obeth M. Kandjoze
 Niger	Moumouni Boubacar Saidou
 Nigeria	Wale Edun
 Rwanda	Yusuf Murangwa
 São Tomé & Príncipe	Ginesio Valentim Afonso da Mata
 Senegal	Abdourahmane Sarr
 Sierra Leone	Kenyah Laura Barlay
 Sudan	Gibril Ibrahim Mohammed
 Tanzania	Mwigulu Lameck Nchemba
 Togo	Sandra Ablamba Johnson
 Uganda	Matia Kasaija
 Zambia	Situmbeko Musokotwane
 UNDP	Ahunna Eziakonwa
 World Bank	Victoria Kwakwa
 Zimbabwe	Mthuli Ncube

EXECUTIVE BOARD – 2024

Erastus J.O. Mwencha (*tenure ended in December 2024*) - **Chair**

Rania Antonopoulou	-
Botho Keba Bayendi	African Union Commission (AUC)
Mohamed Beavogui	-
Mamadou Biteye	<i>Ex-Officio</i>
Mamour Malick Jagne	-
Mimi Kalinda	-
Eddie Mandhry	-
Pauline Paledi-Mokou	<i>Tenure ended in December 2024</i>
Constant Koko Mudekereza	<i>Tenure ended in December 2024</i>
Matthias Naab	UNDP
Gerard Salole	-
Makeda Tsegaye Tadesse	-
Kevin Urama	African Development Bank (AfDB)
Independent Members of the Audit & Risk Committee	
J Graham Joscelyne	<i>Tenure ended in June 2024</i>
Verasak Liengsriwat	<i>Tenure ended in June 2024</i>
Mukesh Arya	-
Mahoula Aissatou Kone	-
Papa M. Tandia	-

ACBF AT GLANCE

ACBF is a specialized agency of the AU 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 & MISSION



VISION:

A Prosperous, Resilient, and Inclusive Africa.



MISSION:

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



AFRICAN MEMBER STATES

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



PARTNERS



PROGRAMS

- **FOUR PILLARS OF IMPACT**
- **SPECIAL PROGRAMS**





KEY PROGRAM ACHIEVEMENTS FOR THE YEAR 2024-2027

ACHIEVING IMPACT THROUGH SYSTEMATIC MEASUREMENT
AND CONSISTENT LEARNING

1



STRENGTHENING MERL SYSTEMS FOR ORGANIZATIONAL EFFECTIVENESS AND IMPACT

WHAT ACBF ACHIEVED IN 2024



Strengthened Monitoring,
Evaluation, Reporting and
Learning (MERL) across
operations



Ensured quality
assurance in project
implementation



Provided MERL support
to internal and strategic
partners

TOOLS DEVELOPED



15 new
projects
equipped with Results
Management Frameworks



Comprehensive annual
progress reports
tracking milestones
& impact

ENHANCING AGENDA 2063 RESULTS MANAGEMENT

ACBF'S KEY CONTRIBUTIONS TO AFRICA'S POLICY LANDSCAPE:



Supported M&E framework for **Second 10-Year Implementation Plan** of Agenda 2063



Assisted in preparation of the **Core Indicators Handbook**

Led a Lessons Learned Workshop with

10 countries with good practices in

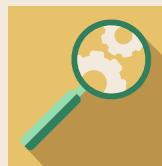
reporting on progress of Agenda 2063 First Ten-Year Implementation Plan



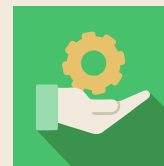
KEY WORKSHOP OUTCOMES



Best practices shared on national reporting

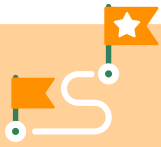


Challenges identified and solutions proposed



Established Multi-Stakeholder Support Mechanism for collaboration

3



IMPROVED SERVICE DELIVERY THROUGH CAPACITY DEVELOPMENT

ACBF'S REACH & INFLUENCE IN 2024

SUPPORTED

188

INSTITUTIONS



at national, regional
and continental levels

TRAINED OVER

1,000

INDIVIDUALS

ENGAGED DIRECTLY
OR INDIRECTLY OVER

4,000

STAKEHOLDERS



in knowledge-sharing
events

FOUR RESULTS AREAS STRENGTHENED

Institutional
Capacity Building

Policy and
Development
Frameworks



Knowledge Generation
and Sharing

Sustainability and
Resilience
Planning



ACBF'S
COMMITMENT
TO AFRICA'S
FUTURE

"By embedding a culture of learning, monitoring, and evidence-based decision-making, ACBF ensures that Africa's development efforts are measurable, sustainable, and impactful. Together, we drive transformation across governance, trade, energy and agricultural policy frameworks."

4



RISING DEMAND FOR LEADERSHIP EXCELLENCE IN AFRICA'S PUBLIC FINANCIAL MANAGEMENT

Strengthening Africa's leadership and governance capabilities through capacity-building in public financial management.



Ubora Academy launched in October 2024



LEAPS (Leadership Excellence in Africa's Public Sector) program introduced as the first course

ENGAGED COUNTRIES



GROWTH & IMPACT METRICS



Rapid Growth in Demand

4% increase in demand within 2 months

EXPANDING REACH



Increasing interest from new stakeholders across Africa



More institutions & policymakers engaging with LEAPS



"Strong, ethical, and efficient public financial management is essential for Africa's economic transformation. The growing demand for LEAPS reflects the urgency to invest in leadership excellence."

5



STRENGTHENING SME COMPETITIVENESS THROUGH AFCFTA OPPORTUNITIES

EMPOWERING SMALL AND MEDIUM-SIZES ENTERPRISES (SMES) TO LEVERAGE AFCFTA ACBF'S ROLE:



Helped SMEs connect and expand business opportunities across borders



Organized a major training workshop in Accra to establish cross-border partnerships

KEY IMPACT METRICS RESULTS FROM TRAINING & AFCFTA ENGAGEMENT



70% of SMEs (out of 50) successfully met AfCFTA certification and testing standards



Increased ability to compete in regional markets



Ongoing skills development through a multi-sector trade platform

SUCCESS STORY HIGHLIGHT

"My participation in SME training under CADAST Project allowed me to meet the CEO of Nukulenuh Industrie Ltd, paving the way for the establishment of our unit in Accra to process palm nuts into oils. Thanks to this collaboration, I also established a partnership with Rhema Industrie Ltd, which now allows us to supply 10 tons of palm oil per month to Ghana. This experience has enhanced my knowledge of cross-border trade and accelerated the growth of my business."

A testimonial from Yomko A. EFU, CEO of Les Femmes Coco in Togo

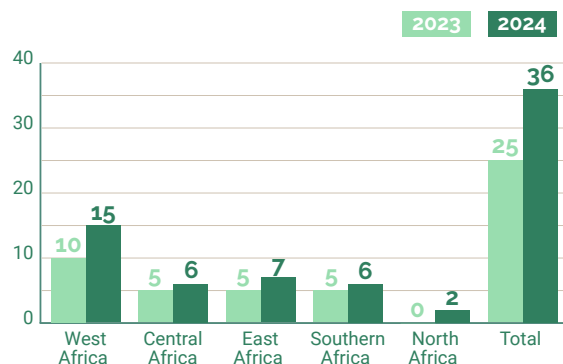


"SMEs are the backbone of Africa's economy. By leveraging AfCFTA opportunities, businesses can scale, compete, and drive economic transformation."

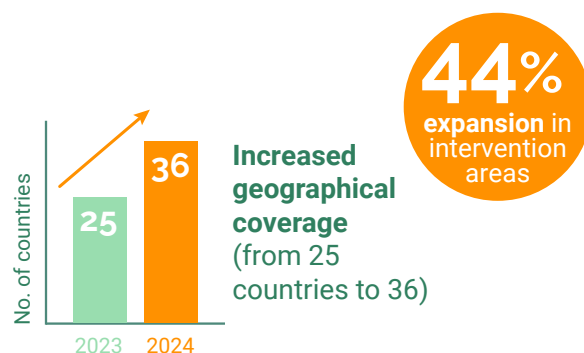
Want to empower your SME? Learn more at theacbf.org

EXPANDING ACBF'S FOOTPRINT AND INSTITUTIONAL SUPPORT ACROSS AFRICA

Distribution of ACBF's geographical footprint per Africa's region.



Growth in ACBF's Reach & Impact



ADVANCING ORGANIZATIONAL SUSTAINABILITY THROUGH EVIDENCE-BASED PLANNING

ACBF'S RESPONSE TO LONG-TERM ORGANIZATIONAL CHALLENGES



Introduction of the **Sustainability Index Tool** to assess institutional resilience and maturity.



12 partner organizations successfully developed results-oriented sustainability plans.



The tool provided **critical benchmarks** for institutional progress, ensuring **data-driven decision-making**.



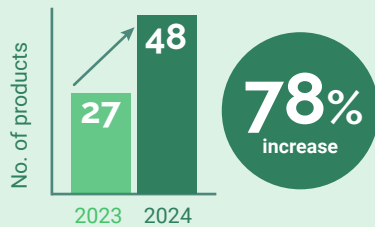
"ACBF's expanding footprint is a testament to our commitment to strengthening institutions, enhancing skills, and fostering knowledge-sharing for sustainable development in Africa."

7



EXPANDING KNOWLEDGE TO DRIVE DEVELOPMENT INTERVENTIONS IN AFRICA

Knowledge Generation & Policy Influence



Knowledge products produced (from 27 to 48)



Research & reports on climate change, intra-African trade, taxation, and domestic resource mobilization.



High-level policy dialogues and knowledge-sharing events engaging policymakers across Africa.

8



DRIVING LONG-TERM INSTITUTIONAL RESILIENCE



Structured **sustainability planning** integrated into institutional frameworks



Self-sustaining organizations **empowered to drive** Africa's development agenda forward



Enhanced capacity for **evidence-based policymaking** and **decision-making**



ACBF'S COMMITMENT TO SUSTAINABLE DEVELOPMENT

"By equipping institutions with sustainability planning and knowledge-driven policymaking tools, ACBF ensures that Africa's development efforts are long-lasting and impactful."

Want to engage with ACBF's sustainability and knowledge initiatives? Visit theacbf.org.

CLIMATE CHANGE AND ENERGY FOR PRODUCTIVE USE



Driving Climate Resilience and Sustainable Energy Solutions Across Africa

In 2024, the urgency of climate action became undeniable across Africa. We witnessed the realities of shifting weather patterns and the real impact they have on people's lives. At ACBF, acknowledging these challenges was not enough. We acted. Through our Climate Change and Energy for Productive Use (CCEPU) portfolio, we focused on building the foundational strength of African institutions, fostering the crucial partnerships needed to drive change, and working to shape policies to create lasting resilience. Our overarching goal: to empower Africa to build its own climate-resilient future.

ACBF's flagship climate program, the Strengthening African Leadership for Climate Action (SALCA) initiative, delivered significant advancements in institutional climate resilience across four member states in 2024. Through the implementation of tailored institutional improvement plans, SALCA enhanced the capacity of African institutions in four (4) countries to lead and implement effective climate adaptation strategies. The countries are Kenya, Ethiopia, Benin, and Congo Brazzaville.

A regional workshop, convening 25 stakeholders from four African regions, served as a strategic platform for peer-to-peer knowledge exchange, policy harmonization, and best-practice dissemination, fostering regional collaboration. To address critical knowledge gaps and catalyze climate adaptation within Africa's agricultural sector, ACBF conducted a comprehensive Evidence Gap Analysis. This data-driven analysis provided policymakers and practitioners with actionable insights, enabling the development of targeted, evidence-based climate adaptation projects. For instance, one of SALCA's partners, [Inclusive Climate Change Adaptation for a Sustainable Africa \(ICCASA\)](#) developed a climate adaptation project to address climate-induced challenges faced by smallholder farmers- particularly women with disabilities (WWDs). The initiative focuses on harnessing avocado oil production as a climate-resilient livelihood strategy, empowering WWDs in Kenya while enhancing their economic and environmental resilience.

The Transformative Climate Finance Program (TCFP), a key component of the [African Union](#)



[Green Recovery Action Plan \(AU-GRAP\)](#), strengthened ACBF's collaborative network across Rwanda, Lesotho, Namibia, Côte d'Ivoire, and Senegal. Through reinforced partnerships with government agencies, non-state actors, and regional institutions, ACBF amplified the efficacy of climate finance initiatives. In close collaboration with the AU and the [Global Green Growth Initiative \(GGGI\)](#), TCFP delivered critical technical assistance for the development and implementation of robust green finance mechanisms and targeted capacity-building programs. These interventions aim to empower African nations to effectively mobilize and deploy climate finance, driving sustainable economic growth and fostering a resilient, low-carbon development trajectory. TCFP AU-GRAP designed a climate finance capacity-building training program to equip government officials and key stakeholders with skills to navigate the complexities of climate finance.

The training covers essential topics, including an overview of different climate finance instruments, blended financing approaches, project finance modalities, and the preparing Green

Climate Fund (GCF) concept notes. Tailored sessions are delivered based on the unique needs of each AU-GRAP pilot member state. In 2024, the program delivered two capacity-building activities for Lesotho and Ivory Coast, respectively.

A significant milestone in 2024 was the formulation of the Continental Climate Resilient and Smart Infrastructure Policy (CRSIP) for Africa, a critical policy framework developed with the strategic collaboration of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). This landmark [policy](#) was successfully endorsed at the 3rd Extraordinary Session of the African Union Specialized Technical Committee on Transport and Energy in November 2024, representing a key advancement in establishing a foundation for sustainable, climate-resilient, and economically inclusive infrastructure development across the continent.

ACBF strengthened its strategic partnership with the [African Adaptation Initiative \(AAI\)](#) through the Climate Emergency Collaboration Group African Adaptation Initiative Project, funded by the Rockefeller Foundation. This collaborative

initiative delivered targeted technical assistance and capacity support for the African Group of Negotiators, including strengthening negotiation skills, enhancing policy analysis capabilities, and equipping African representatives with tools needed to drive a unified, influential agenda on climate adaptation at the continental and global levels.

Acknowledging the link between climate action and economic empowerment, ACBF commenced strategic dialogues with the MasterCard Foundation (MCF) to advance the establishment of the African Climate Capacity Center (ACCC). This initiative seeks to address critical capacity deficits in climate resilience while simultaneously fostering sustainable employment within the green economy. Notably, the ACCC will prioritize the empowerment of youth and women, ensuring that Africa's climate transition is both inclusive and economically transformative.

As part of ACBF's priority areas, a key focus under this impact area is the use of energy for productive use. In line with this, ACBF is incubating the [African School of Regulation \(ASR\)](#) to address the critical need for human capital development in leading Africa's transition towards a sustainable energy model and regulation framework. In 2024, ASR launched a 10-week online training course, complemented by a one-week in-person session, designed to equip African participants with a comprehensive understanding of power sector regulation across the continent's diverse

contexts. More than 90 participants from countries such as Lesotho, Mozambique, Nigeria, Cameroon, Uganda, Zimbabwe, and Ghana successfully completed the program.

Additionally, ASR organized an online conference in 2024 on the theme "Electrification of Healthcare Facilities in Africa," which attracted over 331 participants from countries such as Lesotho, Mozambique, Nigeria, Cameroon, Uganda, Zimbabwe, and Ghana. The school also hosted more than 10 webinars and expert talks on energy and power use in Africa, engaging over 1,000 participants from the same countries. Topics covered in these sessions included Electricity Access and Healthcare in Sub-Saharan Africa, Powering Jobs in Energy Regulation, The Role of Appliance Regulation in a Growing Energy Market, Digital Pathways to Rooftop Solar Adoption: Integration and Regulatory Readiness in Africa, and New Opportunities for Electricity Retailing Activities in Africa.





Empowering Communities for Sustainable Agricultural Growth



Agriculture is more than just a means of survival; it is the foundation of economic independence and community resilience. By investing in agribusiness, we are investing in a future where food sovereignty is a reality for all.” – ACBF

In 2024, ACBF made significant strides in strengthening agribusiness and food sovereignty across Africa. Through targeted interventions, the Foundation has empowered local communities, enhanced agricultural capacity, and laid the groundwork for sustainable food systems. The ‘Empowering Women and Youth in Agriculture’ program has been at the heart of these efforts, with notable achievements in Burkina Faso, Gabon, and Sierra Leone. By fostering local expertise, providing critical training, and overcoming challenges with resilience, ACBF continues to shape the future of agribusiness in the region.

The program’s impact in 2024 has been tangible and far-reaching. In Burkina Faso, the launch event in September 2024 successfully mobilized local stakeholders, creating a solid foundation for

future interventions. In Sierra Leone, an in-depth onsite assessment provided key insights into the agricultural landscape, enabling the tailored training of 25 trainers – a crucial step in strengthening local agribusiness skills. Meanwhile, in Gabon, all preparatory activities, including the design of training materials and the program launch, were successfully completed, setting the stage for training sessions in 2025.

These efforts align with ACBF’s broader mission of enhancing food sovereignty by equipping individuals with the knowledge and skills necessary to drive sustainable agricultural practices. With 50% of beneficiary training already completed, the program is well on its way to fostering long-term agricultural resilience and economic empowerment.

Building on this momentum, the year 2024 also marked a turning point in veterinary parasitology across Africa. ACBF supported the official launch of the World Association for the Advancement of Veterinary Parasitology–Africa Network (WAAVP-AN) in Cotonou, Benin – a landmark event that has strengthened collaboration, advanced research, and built capacity in the animal health sector. Through its inaugural Call for Proposals under the WAAVP-AN Capacity Building and Innovations Grants, 10 promising research projects were awarded a total of US\$800,000 in Benin, Botswana, Cameroon, Kenta and South Africa. These projects are addressing critical priorities such as integrated parasite management, parasite characterization and disease mapping, and strengthening veterinary education.

In addition, WAAVP-AN launched its official website in 2024, leveraging digital platforms to enhance connectivity, disseminate knowledge, and promote collaboration within the veterinary parasitology community. The platform facilitates membership registration, grant applications, and the establishment of a Community of Practice, creating a vibrant space for networking and knowledge exchange among experts. By building this virtual hub, WAAVP-AN is accelerating innovation, strengthening veterinary capacity, and safeguarding food security across the continent.

Every transformative initiative has its challenges. In 2024, key obstacles included delays in fund disbursement in Sierra Leone, which temporarily halted program activities. Meanwhile, similar programs in Burkina Faso led to lower-than-expected participation rates, requiring innovative

outreach strategies. To address these issues, ACBF prioritized transparent communication, proactive engagement, and adaptive planning – key lessons that will inform future initiatives.

Despite challenges experienced, the 2024 milestones under the Agribusiness and Food Sovereignty pillar demonstrated our ability to turn obstacles into opportunities for sustainable growth as follows:

- Successful launching ceremonies in all three countries created awareness and stakeholder buy-in.
- Completion of trainer capacity-building efforts in Sierra Leone set the stage for widespread knowledge transfer.
- Strategic groundwork in Gabon ensured continuous implementation of training initiatives in 2025.
- Adaptability in Burkina Faso, where internal networks were used to sustain the program's progress.
- Launch of WAAVP-AN in Benin, creating a continental platform for veterinary parasitology research and collaboration.
- Award of US\$800,000 in research grants to 10 projects targeting animal health and food security.
- Development of WAAVP-AN's digital platform to foster collaboration, membership growth, and a Community of Practice.

These achievements are driving significant momentum, building a more powerful agribusiness sector, and ensuring a food-secure future for the region.



As ACBF moves into 2025, our focus under this pillar remains on sustained impact and expansion as follows:

- Scaling up TOT training in Burkina Faso to reach more trainers and beneficiaries.
- Full implementation of training sessions in Gabon, capitalizing on the solid foundation built in 2024.
- Reprogramming and resuming training in Sierra Leone, ensuring the project regains its momentum.
- Enhancing participation rates and fostering greater community involvement in agribusiness.
- Expanding WAAVP-AN's reach to strengthen veterinary research, capacity building, and knowledge-sharing across Africa.

Progress made in 2024 is a clear indicator that strategic interventions in agribusiness and animal health can drive sustainable development, create economic opportunities, and secure food sovereignty. Through capacity building, innovative problem-solving, and a commitment to empowering women, youth, and farming communities, ACBF will continue to lay the groundwork for a prosperous and self-reliant agricultural sector.



CASE STUDY: OVERCOMING BARRIERS IN BURKINA FASO.

One of the most compelling examples of ACBF's adaptability and commitment comes from Burkina Faso, where initial recruitment challenges threatened to stall progress. Due to competition from similar initiatives, the program faced difficulty attracting participants. Rather than allowing this obstacle to derail the initiative, the team leveraged internal networks to recruit Trainers of Trainers (TOTs), ensuring that training activities remained on track. This proactive approach successfully recovered the program's momentum, demonstrating the importance of strategic partnerships and community engagement. The Burkina Faso experience emphasizes the importance of leveraging local networks and adaptive recruitment strategies to sustain training initiatives, ensuring that agribusiness development efforts remain resilient - even in competitive environments.

As we look ahead, the lessons learned, and achievements made will serve as a blueprint for scaling impact and strengthening food systems across the continent. With the right investments, partnerships, and commitment, a food-secure Africa is within reach.



A HARVEST OF HOPE, A STORY OF GROWTH AND IMPACT

Adja Fatou Diop Ndiaye's journey from a small to thriving business.

Adja Fatou Diop Ndiaye, 30, a young entrepreneur from Sierra Leone, is an inspiring figure. With program support, she has expanded her farm, increased yields, diversified her products, added value, hired more skilled workers, and grown her farming business. Her initial success has improved her family's quality of life and created income-generating and livelihood opportunities for others in her community.

In 2015, Ms Adja Fatou Diop Ndiaye and her business partners founded MAF SL, Ltd., a limited liability company in Sierra Leone. MAF Ltd.'s mission is to positively impact the livelihoods of people and communities by promoting organic, sustainable and inclusive crop production systems while creating favorable social, economic and environmental conditions for their advancement.

Over the years, MAF SL Ltd. has grown from a small farm to a medium-scale operation, owning 400 acres of farmland in Karene District and 10 acres in Kambia District. The company specializes in growing a variety of crops, including cassava, rice, vegetables, maize, cashew nuts, potatoes, pineapples and

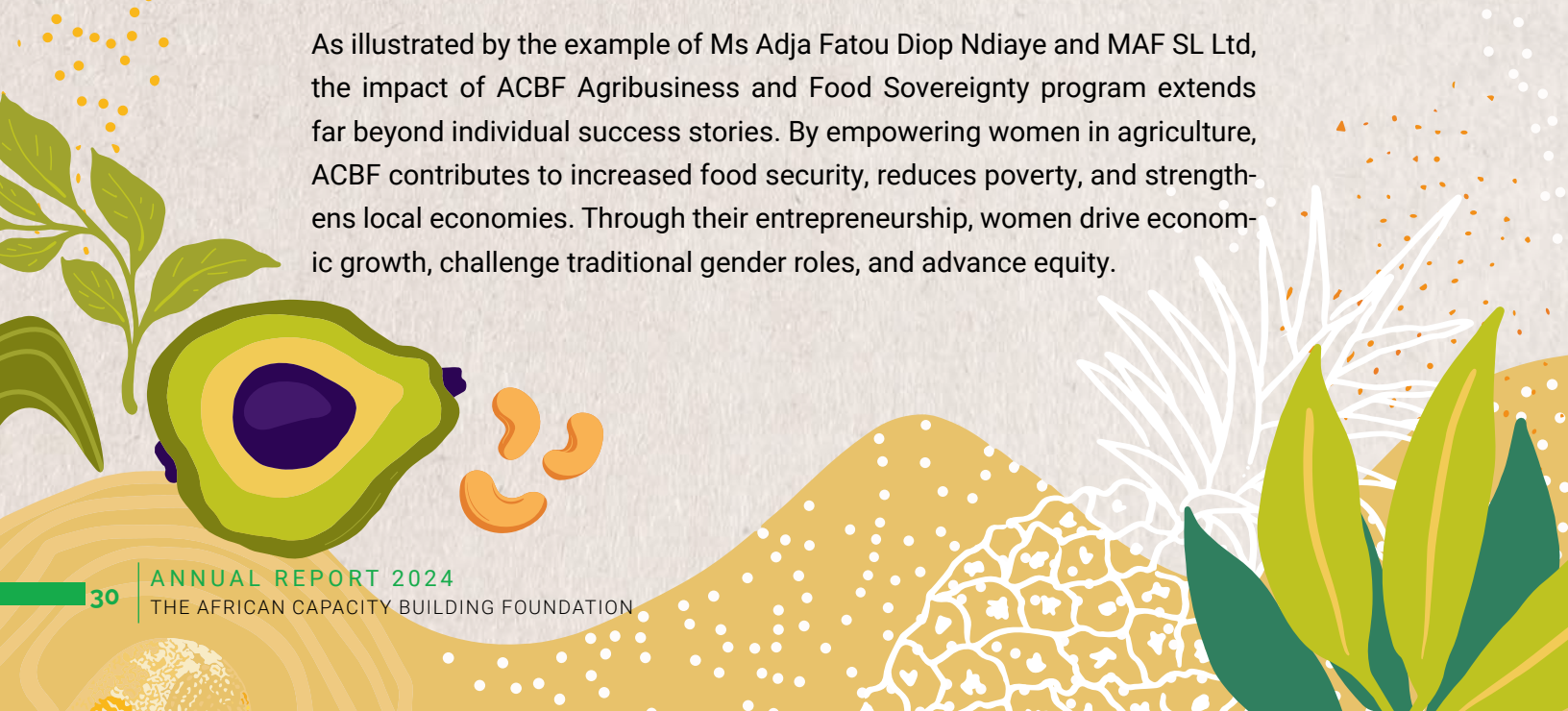


ginger. MAF SL Ltd. has also established an agro-processing project, which efficiently produces cassava, rice, maize, and cashew nuts on its 400-acre farm in Karene District. This production supports value-added processes and is supplemented by an out-grower scheme that actively engages 80% of women and youth from 10 communities in the district.

Ms Adja Fatou Diop Ndiaye attended a Cassava Value Chain Training program in Brazil, co-organized by EMBRAPA (the country's national research and innovation institution), the Brazil-Africa Institute (IBRA), and ACBF. In addition to gaining exposure to international agribusiness development standards, she had the opportunity to network with fellow entrepreneurs, potentially paving the way for future collaborations and joint ventures in Sierra Leone and West Africa.

The Foundation and the Brazilian agribusiness ecosystem have signed a Memorandum of Understanding (MoU) with IBRA to further extend the benefits of similar training and mentorship programs within the context of South-South bilateral cooperation. The Foundation and its partners aim to shape a more positive narrative of progressive, prosperous, and sustainable women- and youth-led agribusiness and food systems transformation in Africa by investing in and supporting a critical mass of rural entrepreneurs like those at MAF SL Ltd.

As illustrated by the example of Ms Adja Fatou Diop Ndiaye and MAF SL Ltd, the impact of ACBF Agribusiness and Food Sovereignty program extends far beyond individual success stories. By empowering women in agriculture, ACBF contributes to increased food security, reduces poverty, and strengthens local economies. Through their entrepreneurship, women drive economic growth, challenge traditional gender roles, and advance equity.



3

TRADE AS AN ENGINE FOR ECONOMIC DEVELOPMENT



Driving Economic Growth Through Trade Facilitation

“Trade is the bridge between opportunity and prosperity. By empowering member states to trade continuously, we unlock economic growth, create jobs, and foster sustainable development.” – ACBF

In 2024, ACBF established trade as the foundation for sustainable and robust economic growth across Africa. Through our strategic Capacity Development for Africa’s Structural Transformation Project (CADAST) and Capacity for AfCFTA Implementation projects, we facilitated trade and built transformative bridges. We strengthened regional networks, empowered institutions, and fostered strategic collaborations among the very stakeholders who

are driving change. We equipped policymakers, trade facilitators, and SMEs with essential tools for success, actively shaping Africa’s trade landscape and accelerating economic integration.

A key milestone in 2024 was the Regional Training Workshop on AfCFTA Implementation, held from November 26 to 28 in Accra, Ghana. It brought together 40 representatives from government ministries, trade organizations, and SMEs), equipping them with practical skills to navigate intra-African trade complexities. This initiative directly supports ACBF’s mission to drive sustainable economic growth through trade. The program addresses trade facilitation challenges and empowers SMEs to access cross-border markets, creating pathways for economic transformation across the continent.





“It was a useful training program. The role-play was fun. I played a customs officer; just when they were about to bring consignments, I told them the system was down and that we must go manual. That is where we were able to see how an institution and people must adapt to a situation to make things work.” – MDA, Ghana

The CADAST project’s impact in 2024 extended far beyond training, with strong engagement from co-implementing partners and strengthening regional trade networks. Notably, the release of key research publications such as [Enhancing Trade Facilitation in Africa: Challenges, Opportunities and Best Practices for Economic Growth and Regional Integration](#) laid a robust knowledge foundation for improving trade efficiency across the continent. Insights from these publications were practically applied during the Accra workshop, promoting dialogue to strengthen Africa’s trade infrastructure.

While the CADAST project celebrated achievements in 2024, procurement delays emerged as a major obstacle, potentially hindering implementation. This challenge highlighted the crit-

ical need for refined project coordination and strengthened partner engagement. In response, ACBF transformed this obstacle into an opportunity, enhancing efficiency and improving communication with development partners to expedite procurement. The team prioritized transparency and promoted engagement, mitigating disruptions and reinforcing the project’s foundation for future success.

This experience demonstrated that agility and collaboration are critical in navigating the complexities of trade initiatives. ACBF turned a challenge into efficiency, reinforcing that successful trade initiatives require both sound policies and strategic human elements: people, proactive engagement, and the ability to navigate complexities with strategic decision-making.

2024 saw ACBF actively contribute to strengthening Africa's trade ecosystem, with achievements and key as follows:



Empowered 40 representatives from government ministries, trade organizations, and SMEs: Successfully delivered a three-day Regional Training Workshop in Accra, providing essential knowledge for navigating intra-African trade.



Accelerated CADAST project implementation: Achieved significant progress through robust engagement with co-implementing partners, strengthening regional trade networks.



Delivered actionable insights: Completed and disseminated trade-focused publications, providing valuable best practices for enhancing trade facilitation.



Catalyzed regional integration: Forged stronger collaboration among trade facilitators, policymakers, and SMEs, driving Africa's integration efforts.



These milestones highlight the transformative power of our trade capacity-building initiatives in driving sustainable economic development. Building on 2024's successes, we will continue to drive economic growth by strengthening trade networks and institutional capacity through:

Scaling trade training: Equipping increased pools of stakeholders with critical skills.

Strengthening policy influence: Supporting think tanks for impactful research.

Fostering inclusive trade: Deepening collaboration in negotiations.

Maximizing project impact: Fully implementing CADAST and AfCFTA projects.

ACBF's 2024 achievements under Key Impact Area 3 have reinforced the critical role of trade in economic development. Through strategic training, research, and stakeholder collaboration, we are laying the groundwork for a more integrated, resilient African economy. We move forward into 2025, determined to accelerate Africa's economic transformation through a strengthened collaborative ecosystem, enhanced trade capacity, and stronger policy frameworks. Drawing upon the momentum of our past successes and the valuable lessons learned, we will, together, ensure trade becomes the powerful catalyst for progress that Africa urgently needs.

4 ECONOMIC AND SOCIAL GOVERNANCE



From Strategy to Impact: Advancing Leadership, Governance, and Taxation in Africa

In 2024, we redefined governance in Africa - empowering leaders, strengthening public financial management, and leveraging digital innovation for lasting impact. Through strategic partnerships and the launch of the Ubora Academy, we are shaping the future of leadership and economic transformation.” – ACBF

In 2024, ACBF made bold strides in securing Africa’s future by investing in leadership, governance, and digital transformation. We didn’t just respond to challenges - we built resilient systems for sustainable economic progress. Through flagship programs such as [Enhancing Leadership and Governance in Public Financial Management in Africa \(ELG-PFM\)](#) and [African Finnish Partnerships on Taxation Capacity in Africa \(AFP-TCA\)](#), we strengthened evidence-driven policymaking and enhanced public financial management (PFM) using innovative digital learning solutions.

In 2024, ESG activities under ACBF became a cornerstone of leadership transformation, equipping 79 senior public officials across Zimbabwe, Ghana,

Ivory Coast, Kenya, and Senegal with the skills for effective governance. Engaging former finance ministers and governance experts, our programs set a new standard for public sector excellence.

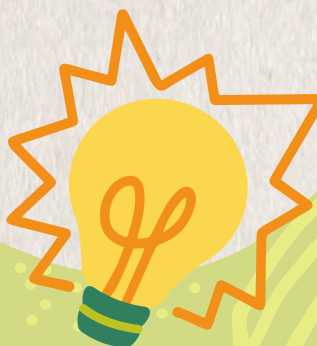
The Leadership Excellence in Africa’s Public Sector (LEAPS) program achieved a landmark expansion in November 2024, with successful launches in five key African member states: Zimbabwe, Ghana, Ivory Coast, Kenya, and Senegal. This marked the beginning of a transformative leadership journey for senior PFM officials aimed at addressing Africa’s critical development challenges. High-level participation from government officials and development partners emphasized



"Before the program, my approach to leadership was purely administrative. Now, I see leadership as a collaborative effort that requires strategic vision and adaptive thinking." - Michael Kahiti, Director -Africa Desk, National Treasury- Kenya



"This program has been transformative, providing the strategic foresight and self-awareness necessary to drive effective leadership in PFM and build a stronger future for Ghana." Dr Birago Antwi-Agyei - Assistant Commissioner, Ghana Revenue Authority



the program's significance, setting a new benchmark for public sector excellence.

To ensure expert guidance, we established a Strategic Advisory Panel (SAP) comprising seven distinguished leaders, including former finance ministers from Burkina Faso, Tunisia, and Malawi, alongside leadership specialists from Oxford and Harvard Universities. Their mentorship was instrumental in shaping the program and driving real-world impact, including:

- In-depth needs assessments in Zimbabwe, Kenya, Senegal, and Nigeria, with rapid assessments in Ghana and Ivory Coast, informing a tailored six-month leadership curriculum.
- 360-degree leadership assessments, enabling 79 participants to craft personalized development plans to enhance their effectiveness.
- A five-module curriculum, co-developed with the African Leadership University, covering self-leadership, team dynamics, organizational management, and ecosystem-wide collaboration in PFM.

Recognizing the need for cross-border collaboration in public finance reform, we partnered with think tanks in Kenya, Senegal, and Zimbabwe to strengthen oversight and accountability. This networked approach ensures that best practices extend beyond national borders, fostering sustainable improvements in governance.

Taxation & Leadership Training: The African Finnish Partnerships on Taxation Capacity in Africa (AFP-TCA) Program & Ubora Academy

The AFP-TCA initiative, a collaboration between [ACBF](#) and the [HAUS Finnish Institute of Public Management](#), is tackling some of Africa's most pressing taxation challenges. This project is advancing good governance, transparency and sustainable PFM by addressing critical issues such as taxing the fast-growing digital economy and formalizing Africa's vast informal sector, this project is advancing good governance, transparency and sustainable PFM.

October 2024 marked a milestone in Africa's taxation and leadership training landscape with the launch of the [Ubora Academy](#) - a game-changing e-learning platform designed to revolutionize capacity building in governance and public finance. Built on a customized Moodle Learning Management System (LMS), the Ubora Academy bridges critical skill gaps, offering scalable, high-impact training for professionals in both the public and private sectors.



ACBF UBORA ACADEMY

KEY FEATURES

- Specialized Leadership & Taxation Modules
- Hybrid Learning Experience (Online & In-Person Workshops)
- AI-Integrated Course Design for Enhanced Learning
- Strategic Partnerships with Finnish & African Institutions.



Through innovative digital learning and strategic global collaboration, Ubora Academy is empowering Africa's next generation of leaders, equipping them with the expertise to drive governance and economic transformation. Learn more about upcoming training opportunities at the Ubora Academy and watch the video [here](#).

Our commitment to innovation was further demonstrated through:

- A landmark MoU with the African Tax Administration Forum (ATAF) to enhance taxation capacity.
- The launch of our [multimedia studio](#), delivering flagship digital training courses like LEAPS Module 1 and Good Governance & Transparency in Taxation, setting a precedent for future digital education initiatives.



The Ubora Academy is a breakthrough in African public sector training. For the first time, we have access to structured, high-impact digital learning tailored to our needs - Cynthia Curtis, Coordinator of the Country Program for Capacity Building, Cote d'Ivoire



We are not just training leaders; we are transforming governance.” – Head of ESG Unit

Recognizing that real-world application is key to impactful governance, the ESG Unit facilitated three strategic study visits to Finland and Estonia in 2024. These visits provided invaluable insights into taxation, digital learning, and governance, enabling direct engagement with institutions such as:

- The Ministry of Economic Affairs and Employment
- The Digital and Population Services Agency
- The e-Governance Academy

We immersed our teams in digital transformation and agile project management best practices, gaining actionable knowledge to enhance our programs and deliver measurable results across Africa. To strengthen our commitment to governance excellence, the ESG Unit established a formal institutional cooperation agreement with HAUS. This strategic alliance is a game-changer, unlocking new opportunities to broaden the reach of governance reforms across Africa as follows:

- Drive collaborative curriculum development
- Advance innovative digital learning solutions
- Deliver targeted leadership training

In 2025, we are committed to strengthening our program and impact by scaling LEAPS to expand the initiative across more African countries and build stronger leadership capacity, expanding Uбора through the introduction of new taxation and governance modules to enhance expertise, strengthening regional collaboration by enhancing cross-border policy dialogues, and advancing digital learning through the integration of AI-driven personalized course delivery and analytics.

The year 2024 was a defining year for the ESG Unit at ACBF as we implemented programs and built a foundation for governance excellence across Africa. Our focus on leadership development in PFM reforms and enhanced taxation capacity enabled us to play a crucial role in driving sustainable economic growth and effective resource mobilization. Our commitment in 2025 remains steadfast: to drive governance reforms, foster leadership excellence, and leverage digital learning solutions, paving the way for a more resilient, well-governed Africa.

SPECIAL PROGRAMS

Strengthening Institutional and Human Capacity for Impact

In 2024, ACBF's Special Programs Unit achieved growth and impact, leveraging our proven Institutional Accelerator Model to drive measurable changes across Africa. We moved beyond capacity building to amplify tangible results, empowering key institutions to deliver transformative public health solutions as follows:

Combating the Tobacco Epidemic: At the forefront of Africa's battle against tobacco's health and economic consequences, the Tobacco Control in Africa (TC 3) Program continues to drive sustainable change - now across 13 projects, empowering member states to protect the well-being of millions through evidence-based policies and community education.

Strengthening Capacity for Sustainable Tobacco Control in Africa (Phase III): ACBF's 2024 TC 3 program delivered sustainable tobacco control capacity across Africa through 13 projects, empowering 10 partner civil society org (CSOs) in Benin, Ivory Coast, Democratic Republic of

Congo, Ethiopia, Ghana, Kenya, Mauritania, Nigeria, South Africa, and Senegal. It supported three regional research hubs in Uganda and South Africa, which serve as centers of excellence, generating critical data and informing policy development.

Advancing Capacity and Institutional Strengthening in Tobacco Control: ACBF's commitment to strengthening tobacco control capacity proved to be a demonstrable reality, achieving significant milestones in project implementation, governance, and research.

Delivering Efficiency and Impact: ACBF delivered on its promise with an 80% project implementation rate and 100% disbursement.

Strengthening Governance: ACBF reinforced CSO governance structures, implementing curatorship in Nigeria and Senegal to enhance oversight and accountability.



Impactful Research Driving Policy: ACBF's strategic support to the University of Cape Town (UCT) and the Africa Centre for Tobacco Industry Monitoring and Policy Research (ATIM) at the University of Pretoria yielded over 20 research papers and policy briefs, directly informing tobacco control policy and countering industry interference.

Measuring Institutional Growth: The Sustainability Index

ACBF's Sustainability Index provides a clear, objective measure of institutional resilience, highlighting strengths and areas for improvement to achieve sustainable impact. The 2024 assessment revealed encouraging results:

Highly Sustainable: 5 organizations demonstrated exceptional resilience.

Progressing Toward Sustainability: 7 organizations showed significant capacity building.

While progress since 2014 is evident, Phase III will prioritize resource mobilization, leadership, governance, and partnerships.

Mainstreaming Gender Equity in Tobacco Control

ACBF took a significant step in 2024 by launching a comprehensive Gender Mainstreaming Framework, recognizing that tobacco control efforts must address the unique needs and experiences of all populations. This framework is not merely a policy document; it is a catalyst for transformative change, empowering our partners to integrate gender-sensitive approaches into their strategic plans to ensure ACBF ensures gender equity in tobacco control by promoting women's leadership, developing targeted interventions, disaggregating data, and creating inclusive awareness campaigns.



2nd Africa Conference on Tobacco Control and Development

ACBF convened the 2nd Africa Conference on Tobacco Control and Development on 13 – 14 November 2024 in Accra, Ghana with over 200 attendees. With the theme, “Breaking Barriers, Building Futures: Advancing the Tobacco Control Ecosystem in Africa,” the conference served as a powerful platform for dialogue, collaboration,

and strategic action, with the following key outcomes and impact:

Amplifying the Impact of Tobacco: Discussions brought into sharp focus the health and socio-economic impacts of tobacco use across the African continent, highlighting the urgent need for comprehensive action.

Framing Tobacco Control as a Cross-Cutting Issue: Recognizing the interconnectedness of development challenges, the conference positioned tobacco control as a critical cross-cutting issue linked to health, agriculture, environment, gender, youth, taxation, and trade.

A Call to Action for Integration into the AU Agenda: A call to action was issued, advocating for the formal integration of tobacco control into the African Union’s development agenda. This strategic move aims to elevate tobacco control as a continental priority, ensuring sustained commitment and resource allocation.





- **Strengthening Capacity of Strategic Partner Institutions in Africa (SPIA)**

The SPIA program, a cornerstone of ACBF's strategy to boost African research capacity, continued its expansion in 2024, solidifying its role in empowering key institutions across the continent. We were pleased to welcome a new partner, bringing the total number of strategic institutions supported to three as follows:

- Science for Africa (SFA) Foundation - Kenya: A leader in driving science-led development.
- Drug Discovery and Development Hub (DDDH)
- Ghana: Pioneering pharmaceutical research and innovation.
- Africa Institute for Biomedical Science and Technology (AiBST) - Zimbabwe: Advancing biomedical research and technological solutions.

Science for Africa (SFA) Foundation

In 2024, the ongoing strategic partnership between ACBF and the [Science for Africa \(SFA\)](#) Foundation strengthened SFA's institutional capacity and solidified its leadership in driving scientific advancement across Africa.

The Challenge: While SFA's programs were designed for impact, internal processes required streamlining, staff capacity needed strengthening, and funding diversification was critical for long-term sustainability.

The Solution: ACBF collaborated with SFA to co-develop a Capacity Improvement Plan, serving as a catalyst for change. The plan focused on strengthening systems and governance, refining policies, and empowering the SFA team.



The Impact: Institutional Strengthening - An impressive 80% completion rate of the Capacity Improvement Plan marked a new era of robust governance and operational efficiency. New policy documents enhanced financial management and program oversight.

Empowered Staff: Succession planning provided clarity on leadership transitions, while specialized training in leadership, HR, proposal development, and public speaking equipped staff with essential skills.

Operational Excellence: Enhanced systems and frameworks streamlined processes, improving staff capacity and enabling consistent delivery during a period of accelerated growth. In the last quarter of 2024 alone, SFA successfully managed a greater number of projects, demonstrating increased efficiency.

Financial Sustainability: A newly developed resource mobilization strategy has laid the foundation for long-term impact, optimizing partnership approaches and securing diversified revenue streams. Additionally, the cost recovery

framework and pricing model have strengthened the SFA Foundation's financial sustainability, enhancing its engagement with funders.



The ACBF training was transformational. The support we received has elevated our systems, tools, and skillsets. We are now even more motivated to advance our vision and secure the resources needed to drive our mission,” - SFA Foundation Chief Operating Officer.

SFA Foundation's strengthened resilience, efficiency, and impact demonstrate the power of investing in African institutions - driving scientific advancement and fostering innovation for Africa's future.

Advancing Drug Discovery and Collaboration in Ghana

In 2024, ACBF's strategic intervention in Ghana sparked a significant leap forward in pharmaceutical innovation under the newly established Drug Discovery and Development Hub (DDDH), a landmark achievement that promises to accelerate the development of life-saving medicines for Africa.

Key achievements in 2024 include:

Formalized Collaboration Agreements: ACBF facilitated the formalization of collaboration agreements among the six key institutions, laying a solid foundation for cooperation and knowledge sharing.

Strengthened Multi-Institutional Research Partnerships: ACBF's support strengthened multi-institutional research partnerships, fostering innovation and enhancing the ability to secure sustainable funding.

AiBST: Building Biomedical Excellence in Zimbabwe

In 2024, ACBF used its Institutional Accelerator Model to strengthen the Africa Institute for Biomedical Science and Technology (AiBST) in Zimbabwe. A comprehensive capacity needs assessment led to a customized improvement plan focused on sustainability and effectiveness. Though the full implementation is set for 2025, the 2024 ground-work positions AiBST to become a leading center of biomedical science across Africa.

Beyond funding, ACBF is investing in Africa's core strength: its institutions. Our Special Programs have driven transformative change, building resilience from the ground up. We are equipping Africa to confront its challenges with impact, from safeguarding health to driving innovation.





KNOWLEDGE MANAGEMENT @ACBF

Transforming Knowledge into Impact and Innovation Across Africa

ACBF's Knowledge Management (KM) Unit transformed 2024 into a year of converting knowledge into impact and fostering ground-breaking innovation across Africa. We moved beyond the traditional boundaries of knowledge management, becoming a catalyst for informed action. Through strategic partnerships, innovative digital platforms, and high-impact knowledge products, we amplified our reach and influence. Beyond sharing insights, we shaped policy, empowered institutions, and advanced Africa's development agenda. Here's how:

The [10th Africa Think Tank Summit \(ATTS\)](#) was held in Abidjan, Côte d'Ivoire, from 8 to 10 October 2024, under the theme 'Evidence-Based Strategies for Sustainable Climate Financing in Africa.' The Summit convened 365 leaders from

30 nations with a focused mission: to develop and promote evidence-based approaches for practical climate resilience. Key objectives were mobilizing innovative financing, enhancing institutional capacity, and refining policy frameworks to accelerate climate finance.

ATTS featured 14 targeted sessions, led by 47 expert speakers, facilitating in-depth discussions and knowledge sharing. Key highlights featured detailed analyses of innovative financing, strategies for institutional resilience, and discussions on policy reforms to enhance climate funding access. The summit advanced Africa's climate resilience by forging strategic partnerships, reinforcing ACBF's leadership, and delivering actionable strategies for sustainable development.



Our commitment to practical knowledge delivery gained prominence in 2024. We released three Policy Briefs, each a blueprint for sustainable growth through strategic capacity development. These briefs moved beyond theory, providing

actionable insights to directly empower Africa's SMEs, the backbone of our economies. We equipped policymakers and businesses with targeted strategies, providing information resources to drive practical development.



Read more here:

- [Policy Brief N° 6: Lessons from implementing Strategies focusing on capacity development in Africa](#)
- [Policy Brief N° 7: Bridging the Capacity Gap: Priority Areas for Sustainable Development in Africa](#)

ACBF made significant contributions to the [2023 Africa Export Competitiveness Report](#), a key resource for navigating the continent's trade landscape. Our policy recommendations focused on enhancing intra-African trade efficiency, specifically highlighting the critical role of robust road infrastructure and diversified export portfolios. We urged African nations to leverage the rapidly growing services sector as a key driver of development alongside traditional exports. This report is a strategic roadmap for unlocking Africa's trade potential and fostering regional integration.

Our team facilitated important conversations on the future of African development through a United Nations Office of the Special Adviser on Africa (UNOSAA)-ACBF Webinar on "Artificial Intelligence to Turbocharge Action on the SDG Progress in Africa." Additionally, the Economic Policy Research Centre (EPRC)-ACBF webinar on "Future of Think Tanks in Sub-Saharan Africa: Positioning Think Tanks to Support the African Union Policy Agenda at the G20" served as a unique platform for exploring strategic pathways for think tanks to amplify their influence on continental policy agendas.

The ACBF Digital Library witnessed an impressive surge in engagement, demonstrating the power

of accessible knowledge. With **over 614,750 pages viewed** and **443.67 GB** of bandwidth consumed, we have extended our global reach, reinforcing our position as a leading knowledge hub for African development. This data serves as compelling evidence of the growing demand for ACBF's expertise and resources.

Like many organizations, ACBF faced financial constraints that impacted planned initiatives, notably the e-library update. Through strategic partnerships and resource management, we effectively navigated these hurdles, ensuring that core operations continued without too much disruption. This demonstrates our commitment to resilience and our ability to deliver on our mission, even in challenging economic climates.

Our lessons learned continue to shape our program efforts. Financial foresight is paramount. Early planning and diversified funding streams are, therefore, critical to ensure the implementation of our knowledge initiatives. Secondly, strategic partnerships require a robust structure. Clear selection criteria and dedicated resource allocation are essential to amplify effective collaboration, thereby maximizing our collective impact.



ACBF Digital Library's Transformative Year of Digital Expansion

Imagine a knowledge hub that saw a **91.8% surge** in new users, a digital space where over **700,000 pages** were explored, and a resource that pushed **534 GB of data** across the globe. That's the story of the ACBF Digital Library in 2024 - a year of tangible growth and impact!

The library's reach expanded, attracting a record-breaking **54,087 unique visitors**, a testament to its growing reputation as the **"go-to" hub** for African development knowledge. Total visits showed a slight adjustment, reflecting a shift towards more targeted, in-depth engagement. Users engaged deeply with the content, extracting specific information to meet their needs.

Page views leaped to **714,688**, a **34.5% increase**, showcasing growing interest and reliance on the library's content. With over a million 'hits' on specific documents, reports, and multimedia, users are actively engaging with and utilizing the library's resources.

To meet this demand, the library's bandwidth consumption **surged by 66.4%, reaching 534 GB**. This reflects not just growth but a critical role in delivering essential knowledge to users worldwide, regardless of location. The ACBF digital library witnessed a digital soar in December 2024, with unique visitors multiplying fivefold compared to the previous year. This reflected the library's growing relevance and its ability to meet peak demand for digital knowledge.

2024 was a landmark year where the ACBF Digital Library reinforced its role as a cornerstone of Africa's knowledge ecosystem. Beyond providing access, the library empowers individuals and institutions with the tools they need to drive positive change. 2025 will be a year of action, measurable progress, and defining moments for ACBF's commitment to knowledge-driven development across the African continent. We will share knowledge and build a more prosperous and resilient Africa, one insight at a time.

The digital revolution is here, and the ACBF Digital Library is leading the charge!

THE YEAR IN REVIEW

- OUR SOCIAL MEDIA, DIGITAL, AND NEW TRENDS IN 2024
- KEY EVENTS & ENGAGEMENTS



HOW ACBF TRENDED IN 2024 – A SNAPSHOT OF MEDIA AND DIGITAL IMPACT

In 2024, ACBF reinforced its position as Africa's premier capacity-building institution, driving change through media influence, digital transformation, and stakeholder engagement. ACBF expanded its reach, enhanced program effectiveness, and deepened its engagement with stakeholders, partners, and beneficiaries.

With a **22% increase in media coverage** and a **233% surge in editorial reach**, ACBF's thought leadership resonated across Africa and beyond. The organization's digital footprint also grew significantly, with social media engagement reaching new heights and newsletters **expanding by 160%**. Look at how we trended in 2024:

MEDIA PRESENCE & EDITORIAL INFLUENCE



541

media mentions

in 2024 (up from 445 mentions)



Major media partners:
Associated Press (**48M**
reach), The Star Online
(**50.5M**), GhanaWeb
(**20M**).

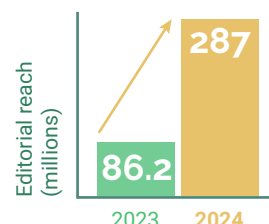
Strongest presence in
Ghana but expanding
globally with coverage from
Jeune Afrique and
Financial Afrik.



Editorial reach surged by

233%

hitting **287 million**
readers



SOCIAL MEDIA PERFORMANCE



LINKEDIN:

6,713
followers

31.6%
increase from
2023

top post: **53,701**
impressions



FACEBOOK:

1.38K : 6,33M
followers : impressions

7.5%
engagements



TWITTER (X):

3,975 : 1.27M
followers : impressions



INSTAGRAM:

312
followers

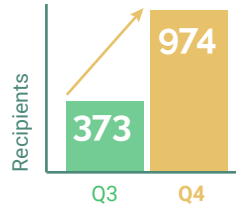
high **12.7%**
engagement rate



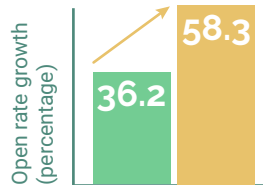
NEWSLETTER SUCCESS



160%
growth in **recipients**



open rate rose to
58.3%



TOP COUNTRIES ENGAGING

80.5%
USA



20.5%
UK



10%
Zimbabwe



STAKEHOLDER FEEDBACK



Impressive newsletter! ACBF is a beacon of hope for Africa. –
Caleb Ayong, Vital Voices for Africa



Please provide more info on economist training. – Sifiso G.
Mamba, Chief Economist, Ministry of Economic Planning and
Development - Eswatini

ACBF solidified its position as a thought leader, strengthening stakeholder engagement and enhancing its influence across Africa and beyond. With a thriving media presence and unprecedented growth in visibility, the Foundation has successfully amplified its message, driving meaningful conversations on capacity building and development.

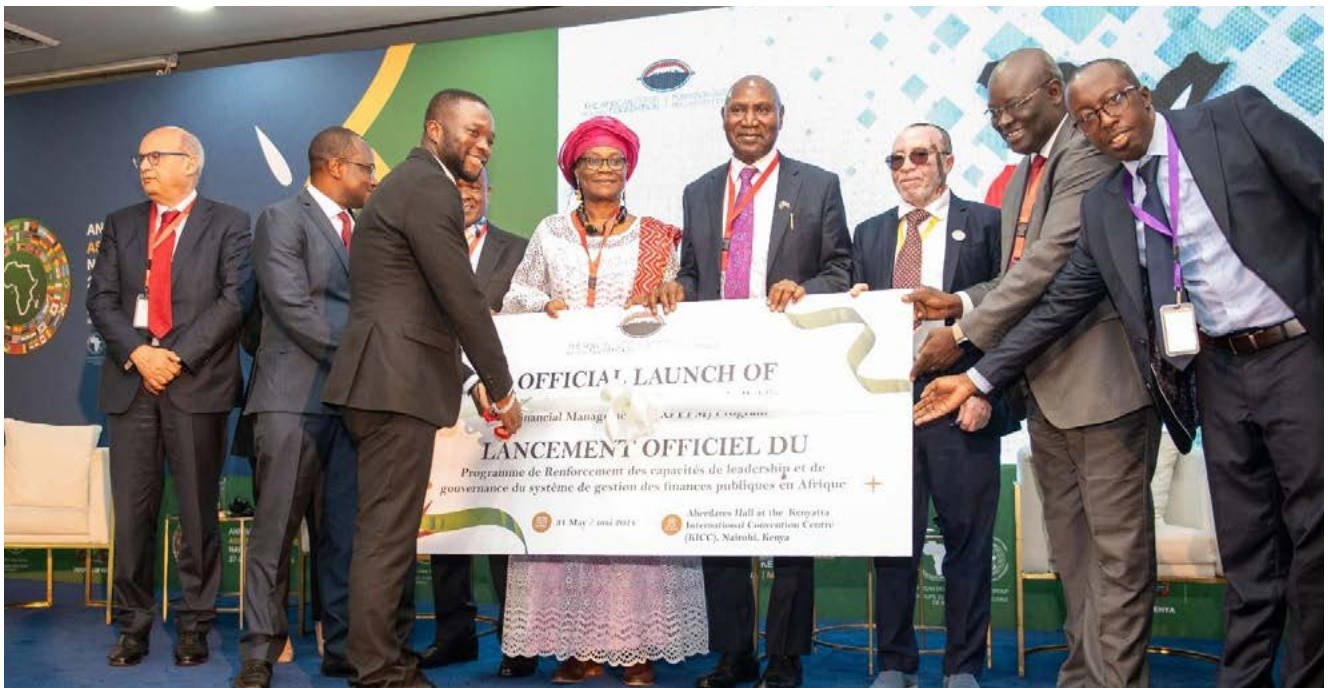
Going forward, we will expand our outreach, optimize content strategies, and deepen our presence in global and regional media networks. ACBF will continue shaping Africa's development narrative through technology, strategic partnerships, and targeted engagement, ensuring greater impact, broader reach, and lasting transformation.



THE YEAR IN PICTURES

Launch of the Enhancing Leadership and Governance in Public Financial Management (ELG-PFM) Program





Launch of the LEAPS Program - Leadership Excellence
in Africa's Public Sector





33rd Board of Governors and Launch of the Ubora Academy



Official Opening of the Ubora Academy Multimedia Studio



10th Africa Think Tank Summit



2nd Africa Conference on Tobacco Control



Launch of the Capacity Development for Structural Transformation (CADAST) Project



Launch of the World Association for the Advancement
of Veterinary Parasitology (WAAVP-AN) Program



A Snapshot of the Executive Secretary' Strategic Engagements



Hon. Adama Coulibaly, Minister of Finance and Budget,
Côte d'Ivoire



Meeting with Ambassador R.M. Chitiga, Permanent
Secretary of Zimbabwe's Ministry of Skills Audit





Meeting with Hon. Mthuli Ncube, Minister of Finance, Zimbabwe



Meeting with H.E. Mrs Fatima Haram Acyl; Minister Assistant to the Minister of Finance, in charge of the Economy and Planning, Chad



Meeting with Mrs Maria Ebiaca Moete, Secretary of State for Finance, Planning and Economic Development, Responsible of Planning



Meeting with Mr. Neal Rijkenberg, Minister of Finance of Eswatini



Meeting with Kyösti Väkeväinen, Managing Director at HAUS
Finnish Institute of Public Management

LOOKING AHEAD: 2025 AND BEYOND





LOOKING AHEAD: 2025 AND BEYOND

Building on the momentum of 2024, ACBF will amplify its impact, optimize resource allocation, and enhance its operational efficiency in 2025. The year ahead will focus on strengthening ongoing programs, accelerating pipeline initiatives, and fully operationalizing its three core service areas: Ubora Academy, the Institutional Accelerator Model, and Knowledge Hub.

We will prioritize youth empowerment, digital transformation, and bold brand expansion to position the Foundation as the leading capacity-building institution in Africa. The next phase will embrace technology-driven solutions, innovative financing mechanisms, and strategic partnerships that enhance the reach, relevance, and sustainability of all programs as follows:

Empowering youth & women: Scaling youth-led capacity-building programs, ensuring young professionals have access to the skills, networks, and resources needed to drive economic and social progress.

Deepening engagement and collaboration with women entrepreneurs, policymakers, and change-makers to accelerate gender-responsive development across Africa.

Harnessing technology for growth & impact: Advancing digital transformation in capacity-building programs through e-learning, AI-driven analytics, and data-driven decision-making.



Leveraging smart technology to enhance service delivery, streamline knowledge-sharing, and enable real-time program tracking and evaluation.

Strengthening brand visibility & influence: Positioning ACBF as the premier institution for policy innovation and leadership development in Africa.

Expanding strategic partnerships with media, governments, and global organizations to amplify impact and brand recognition.

Launching bold digital branding campaigns to engage key stakeholders, attract top talent, and enhance donor engagement.

Enhancing program quality & results delivery: Strengthening monitoring and evaluation frameworks to ensure measurable impact and accountability.

Aligning initiatives with ACBF's Key Impact Areas (KIAs) while adapting to emerging challenges and opportunities.

Accelerating service offerings & operational efficiency: Fully rolling out ACBF's business model (2023-2027) to improve agility, financial sustainability, and program impact.

Exploring diverse and innovative financing strategies to expand ACBF's resource mobilization efforts.

With these bold strategic priorities, 2025 promises to be a transformative year – propelling ACBF toward a future of greater scale, innovation, and impact. Through collaboration, forward-thinking solutions, and strategic implementation, the Foundation will continue to drive Africa's sustainable development, ensuring that no one is left behind and every opportunity is maximized for lasting change.



2024 FINANCIAL STATEMENTS

THE AFRICAN CAPACITY BUILDING FOUNDATION

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 DECEMBER 2024

These ACBF audited annual financial statements cover the period January 2024 to December 2024 and provide comparative data for the prior accounting period, January 2023 to December 2023.

INDEPENDENT AUDIT OPINION

The Foundation received an unqualified audit opinion from external auditors, Grant Thornton Chartered Accountants (Zimbabwe). The independent auditors confirmed that the financial statements present fairly, in all material respects, the Foundation's financial position as at 31 December 2024. The auditors also validated the financial performance and cash flows for the year, confirming compliance with International Financial Reporting Standards (IFRSs) and stating that sufficient audit evidence supported their opinion.

THE AFRICAN CAPACITY BUILDING FOUNDATION

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 DECEMBER 2024

	2024 US\$	2023 US\$
ASSETS		
Non-current assets		
Property, plant and equipment	2 116 486	2 064 599
Right of use asset	1 085 164	196 995
Total Non-Current Assets	3 201 650	2 261 594
Current assets		
Inventories	18 735	16 765
Accounts receivable	2 562	62 019
Amounts due from staff	104 220	132 670
Advances to projects	2 259 936	415 085
Other assets	443 536	291 569
Cash and cash equivalent	16 016 359	11 613 387
Total current assets	18 845 348	12 531 496
TOTAL ASSETS	22 046 998	14 793 090

ACCUMULATED FUNDS AND LIABILITIES

Accumulated funds

Current liabilities

Provisions	839 631	631 755
Other liabilities	2 746 203	1 848 090
Financial lease liability	224 538	10 830
Terminal gratuity	<u>184 000</u>	<u>163 144</u>

Total current liabilities

3 994 372 **2 653 819**

Non-current liabilities

Financial lease liability	668 788	11 304
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TOTAL EQUITY AND LIABILITIES

22 046 998 **14 793 090**

2024	2023
US\$	US\$
17 386 838	12 127 967
839 631	631 755
2 746 203	1 848 090
224 538	10 830
<u>184 000</u>	<u>163 144</u>
<u>3 994 372</u>	<u>2 653 819</u>
668 788	11 304
<u>22 046 998</u>	<u>14 793 090</u>

THE AFRICAN CAPACITY BUILDING FOUNDATION

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2024

	2024 US\$	2023 US\$
REVENUE		
Member states contributions	2 453 354	2 450 128
Special contributions	12 804 288	8 523 449
Other income	<u>1 066 463</u>	<u>741 398</u>
Total revenue	<u>16 324 105</u>	<u>11 714 975</u>
EXPENDITURE		
Project expenses – all key impact areas	7 598 404	4 783 350
Project and program development expenses	<u>2 029 061</u>	<u>2 686 691</u>
Administration and board expenses	<u>1 528 657</u>	<u>2 597 257</u>
Total expenditure	<u>11 156 122</u>	<u>10 067 298</u>
Excess/(deficit) of revenue over expenditure	<u>5 167 983</u>	<u>1 647 677</u>



ACKNOWLEDGMENTS

As we reflect on the progress and lessons learned in 2024, we recognize that our work is the result of collective efforts, commitment, and a shared vision. The journey toward strengthening Africa's capacity for sustainable development is one that ACBF walks in partnership with others. This path is shaped by the dedication of our partners, member states, institutions, media, and stakeholders, all of whom play a critical role in driving our mission forward.

ACBF proudly stands as a pan-African institution, with 40 member states actively engaging in the realization of our shared vision - a prosperous, resilient, and inclusive Africa. Your trust, support, and commitment to capacity building have been the bedrock of our success. Through your continued support and collaboration, we have deepened our impact across the continent—empowering civil servants, strengthening institutions, and equipping think tanks to drive evidence-based policymaking and good governance.

Our work would not be possible without the strategic alliances and generous support of our funding and implementation partners. Institutions such as the African Development Bank (AfDB), the African Union (AU), the World Bank, Afreximbank, BADEA, UNDP, the Gates Foundation, Visa Foundation, and the Rockefeller Foundation, among others, have been instrumental in advancing our programs. Your belief in our mission has allowed us to mobilize resources, develop high-impact initiatives, and expand our reach to underserved regions.



At the heart of ACBF's efforts are the leaders, experts, and technical advisors who bring vision and excellence to our work. Your expertise, research, and policy contributions have ensured that ACBF remains at the forefront of economic and social governance, trade facilitation, agribusiness development, and climate resilience. The Ubora Academy, Institutional Accelerator Model, and Capacity Knowledge Hub have thrived because of your commitment to knowledge-sharing and skills development.

2024 was a year of empowerment and inclusion, with a stronger focus on youth and women as drivers of Africa's transformation. We recognize the entrepreneurs, innovators, and young professionals who are reshaping industries, influencing policy, and creating jobs. Your dynamism and creativity fuel the vision of a bigger and better ACBF - one that leverages technology, digital solutions, and progressive policies to unlock Africa's full potential.

As we embark on 2025 and beyond, we stand on the foundation built by those who have contributed to our ACBF portfolio. Through collaboration, innovation, and strategic foresight, we will continue to expand our impact, strengthen institutions, and drive Africa's development agenda forward.

To everyone who has played a role in our journey - our member states, partners, experts, civil society organizations, youth, and the broader African community - we extend our deepest gratitude. Your commitment to capacity development is shaping a future where Africa leads, innovates, and thrives.

Together, we build. Together, we transform. Together, we achieve.

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Support Our Mission: Help us shape Africa's future through capacity building, knowledge, and innovation.

Contact Us: Email: Comms@acbf-pact.org | Website: www.theacbf.org

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