



African-Finnish Partnerships on Taxation Capacity in Africa



Ministry for Foreign
Affairs of Finland

HIAUS



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

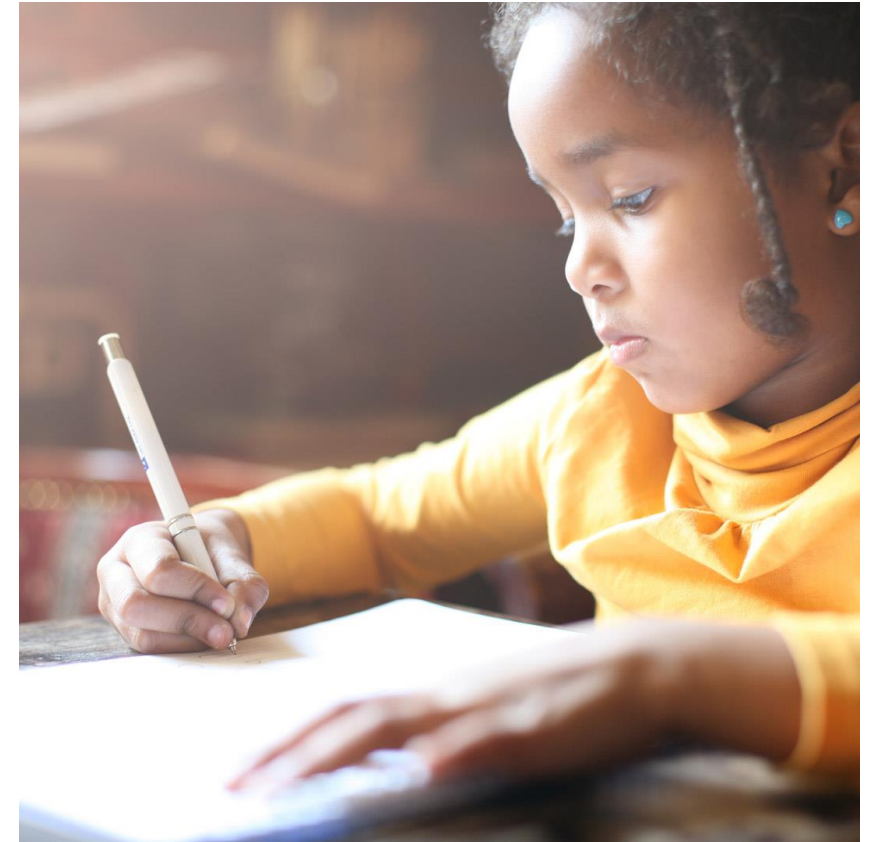
WTT

Our program in brief

The rationale for launching the Programme stems from Finland's Taxation for Development Action Programme (Tax4Dev). The Programme's results are formulated to respond to development needs in Africa and to provide added value and complementarity by the participating Finnish organisations.

The intended final beneficiaries are African citizens whose poverty and inequalities will be reduced and well-being enhanced through the growing capacity of their governments to provide essential services, social protection and productivity enhancing infrastructure.

The key approaches of the Programme will be capacity development, enhanced use of new and agile leadership competences, digital learning, and joint research. The Programme will work with Pan-African organisations, especially ACBF, and research and training institutes as appropriate.



Our Organisation



Our Advisory Board

The members of the Advisory Board include representatives from the Programme partners and the main programme stakeholder organisations. All the key stakeholders, including the MFA, will be represented in the Board. The key tasks of the AB include the following:

- Advising of major strategic and policy issues directly relevant for the programme;
- Advising on the Programme policies and implementation principles developed during implementation;
- Advising on the annual work plans and budgets, including risk assessment and mitigation strategies.

However, it must be noted that AB is not a decision-making organ. The AB will function as a platform where the African and Finnish partners can share their know-how and views.



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



Our Impact statement

Strengthened capacity
of pan-African organisations and
African governments to increase
domestic resource mobilisation
through informed policy-making.



Outcome 1

Enhanced understanding on best practices of taxation policy and its implementation for improved domestic resource mobilisation (DRM)



Output 1.1. Advocacy and information sharing on DRM implemented and best practices from outcomes 2-3 disseminated to regional stakeholders

Outcome 1: Outputs and activities	Targets for activities (end project)	Annual breakdown		
		Year 1	Year 2	Year 3
Activity 1.1 Contracting of communication consultancy for the support on communication strategy and planning, and material production	Successful completion of the comms assignment, with quality comms products developed.	Contract with the communication consultant in place and deliverables available as per the annual work plan	Deliverables of the consultancy available as agreed.	
Activity 1.2 Identification and refining of the key policy messages and best practises on DRM, including messages from outcome 2-3 for the project.	Successful delivery of the policy messages to the target audience	Key policy priorities that are highlighted by the taxation experts and most recent studies reviewed and mapped for the project.	Key policy messages for the project formulated taking into account the capacity needs assement results, feeding into the information sharing and advocacy activities 1.3–1.5.	Key policy messages for the project formulated and benefit activities 1.3–1.5.
Activity 1.3 Attendance in events (e.g. national and regional workshops, conferences) for disseminating information and advocating for taxation and DRM (on average 4-5 per year)	Minimum 4-5 events per year, with positive participants feedback received.	Attendance and organization of events as per annual workplans and dissemination plan.	Attendance and organization of events as per annual workplans and dissemination plan.	Attendance and organization of events as per annual workplans and dissemination plan.
Activity 1.4 Organising dissemination events (e.g workshops) on best practises (on average 3 events per year)	Minimum 4-5 events per year, with positive participants feedback received.	Attendance and organization of events as per annual workplans and dissemination plan.	Attendance and organization of events as per annual workplans and dissemination plan.	Attendance and organization of events as per annual workplans and dissemination plan.
Activity 1.5 Information of the programme and its results disseminated through professional and social media	Minimum 3 products per year in professional media and monthly social media updates reaching increasing audience.	3 products per year and monthly social media news or updates	3 products per year and monthly social media news or updates	3 products per year and monthly social media news or updates
Project management actions				



Outcome 2

Knowledge on taxation in the African context is increased through improved African research capacities on taxation.



Output 2.1 Improved tax analysis capacity in African partners from the ATRN or African tax administrations

Outcome 2: Outputs and activities	Targets for activities (end project)	Annual breakdown		
		Year 1	Year 2	Year 3
Activity 2.1.1 Research to support the use of data, and provide impact analyses of technical assistance on improving tax compliance relying on better use of big data via e.g. machine learning tools	Number of published research papers, research findings shared with policy makers	Preparation of the research plan while waiting for the new ICT system to be purchased, implemented and adapted to re-establish VERO advised type selection for tax examinations.	If the implementation of the new ICT system proceeds as planned and new data starts to be generated on tax examinations, the research may proceed.	If data retrieved in time, its analysis and dissemination of results may proceed within the program time frame.
Activity 2.1.2 VATT and its African partners from the African Tax Research Network (ATRN) or elsewhere, implement joint research initiative	Number of published research papers, research findings shared with policy makers	VATT researchers have established cooperation with the relevant African partners	Research projects proceed with available data.	Dissemination of research results at international conferences and seminars.
Activity 2.1.3 VATT researchers engage with several African partners to develop SSA adapted teaching material in the area of taxation	Teaching materials adapted to the SSA produced and widely disseminated		<i>Teaching material compiled</i>	Teaching material compiled
Project management actions				



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

Outcome 3

ACBF has increased organisational capacity and tools for capacity building in tax related issues, especially through leadership, digital learning solutions and an improved external communication and advocacy processes.



With support from
Finland's development
cooperation



Output 3.1 ACBF has improved knowledge and capacity to operate ACB-Academy through which to offer training to its clients

Outcome 3: Outputs and activities	Targets for activities (end project)	Annual breakdown			Notes
		Year 1	Year 2	Year 3	
Activity 3.1.1 Development of business plan for ACB-Academy	Business plan in place and being implemented.	TOR, STE selection, task completed and approved.	Implementation of business plan	Implementation of business plan	60 STE days for developing the plan
Activity 3.1.2 Study visits	Minimum of 2 study visits carried out per year.	Study visits	Study visits	Study visits	
Activity 3.1.3 Training on agile project management and coaching processes related to ACB-Academy and change management	Training and coaching processes integrated into ACBF framework and carried out successfully.	Identification and integration of activity into ACBF framework, including implementation of strategic plan and the ensuing change management processes	Training carried out	Training carried out	
Activity 3.1.4. Recommendations for organisational development	Recommendations included in AFP-TCA annual reports.	Annual report	Annual report	Annual report	HAUS CPA, ACBF, PMT

Output 3.2 ACBF has improved organizational capacity to operate high quality digital learning processes and piloting taxation and leadership related training content through digital learning solutions.

Outcome 3: Outputs and activities	Targets for activities (end project)	Annual breakdown			Notes
		Year 1	Year 2	Year 3	
Activity 3.2.1 Training landscape analysis	Analysis done and results being used throughout the project to inform implementation.	TOR, STE selection, task completed and approved.	Results of the analysis inform project implementation	Results of the analysis inform project implementation	45 STE days for landscape analysis
Activity 3.2.2 Developing and piloting minimum of 2 taxation and leadership related e-learning courses.	2 pilot courses developed and offered to clients through ACBF e-learning platform.	Selection of specific themes for 2 taxation-related courses to be developed	Production of courses	Piloting and finalising the courses	
Activity 3.2.4 Digital capacity building: Develop capacity to produce content to be utilised in digital learning, and financially maintain the service	ACBF digital team/task force operational.	ACBF key personnel appointed	ACBF key personnel producing content in cooperation with HAUS and selected substance experts	ACBF personnel finalising production and piloting the courses with support from HAUS	
Activity 3.2.5 Training and learning	Training of ACBF digital team/task force completed.	Training and learning needs identified based on profiles of selected ACBF digital team members; activity integrated into ACBF ongoing staff training efforts	Training carried out	Training carried out	

Output 3.3 ACBF has improved external communication and advocacy processes

Outcome 3: Outputs and activities	Targets for activities (end project)	Annual breakdown			Notes
		Year 1	Year 2	Year 3	
Activity 3.3.1 Support in producing and implementing new ACBF communications and advocacy strategy	New communications and advocacy strategy in place and being implemented.	Support producing the new communications and advocacy strategy	Implementation of the strategy	Implementation of the strategy	
Activity 3.3.2 Communications activity based on the new communications and advocacy strategy		Communications activity decided	Activity carried out	Activity carried out	Identification of activities; ACBF Nairobi/Harare Comms team, HAUS CPA; links with OC1
Activity 3.3.3 Advocacy activity based on the new communications and advocacy strategy		Advocacy activity decided	Activity carried out	Activity carried out	Identification of activities; ACBF Nairobi/Harare Comms team, HAUS CPA; links with OC1
Project management actions					

Results

TBA

Contact us



Mr. Konsta Heikkilä,
Chief Partnership Adviser

African-Finnish Partnership
on Taxation Capacity in Africa
HAUS Finnish Institute of
Public Management Ltd

Tel: +358-44-777-9887
E-mail: konsta.heikkila@haus.fi



HAUS

Contact us



KIRSI AALTOLA
Director, Development Services

+358 40 565 5351



KATI TANNINEN
Chief Specialist

+358 40 179 5263



LOTTA FORS
Senior Specialist

+358 40 358 0043



SOFIA KANKAMA
Project Specialist

+358 44 493 8492

Thank you

African-Finnish Partnership on Taxation Capacity in Africa

HAUS Finnish Institute of Public Management Ltd

