



United Nations
Economic Commission for Africa

Aligning the 2030 Agenda for Sustainable Development and Agenda 2063 with planning frameworks in Africa

Executive summary

Project code and title:	Project code (1617S) Aligning the 2030 Agenda for Sustainable Development and Agenda 2063 with planning frameworks in Africa
Start date:	January 2016
End date:	December 2019
Target countries:	Cabo Verde, Cameroon, Morocco, Rwanda, Zambia
Executing entity:	Economic Commission for Africa
Cooperating entities within the United Nations system	United Nations Development Programme Regional Bureau for Africa, Economic and Social Commission for Asia and the Pacific
Other partners	African Capacity Building Foundation

Brief description:

The year 2016 will usher in the 2030 Agenda for Sustainable Development and its Sustainable Development Goals, a new development agenda anchored by the three dimensions of sustainable development: economic, social and environmental. Sustainable development is also at the heart of Agenda 2063, a continent-wide framework for development, and of the Paris Agreement on climate change reached at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. Implementation of the 2030 Agenda is being supported through the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, which was adopted in July 2015.

In effect, the 2030 Agenda, the Addis Ababa Action Agenda, the Paris Agreement and Agenda 2063 will underpin the African agenda for sustainable structural transformation for at least the coming decade. The 2030 Agenda, the Paris Agreement and the Addis Ababa Action Agenda provide the global enabling environment required for the transformation of Africa, while the realization of national strategies for inclusive transformation is articulated through Agenda 2063.

Strengthening national capacities to align global and regional frameworks with national development plans will be critical for the effective implementation of them. Notwithstanding

steady growth for more than 10 years and a relatively long history of development planning, most African countries have not succeeded in achieving the goal of structural transformation, let alone the more challenging objective of inclusive and sustainable transformation. Among the reasons behind this are discontinuities and distractions in plan implementation, dysfunctional institutional architecture, weak links between resource allocation and development priorities, an overdependence on external resources and weak links between national and subnational planning and implementation processes. Another key factor is weak institutional and individual capacities for plan design, implementation and follow-up. While the Millennium Development Goals era was supported by initiatives to integrate the Millennium Declaration into national development plans, those efforts failed to address the underlying capacity constraints in planning units.

The overall objective of this project is to strengthen African policymaking capacities for the design and implementation of sustainable development programmes. An important dimension of this process is to help countries to integrate the goals, targets and indicators of the 2030 Agenda into their national development frameworks and improve their capacities for evidence-based policymaking, such as the capacity to analyse the likely impact of policies on economic, social and environmental sustainability.

1. Background

1.1 Context

For more than one decade, economic growth in African countries has exceeded the global average. Remarkable progress has been made on several social indicators notwithstanding low levels of development. Even though the pace of progress in meeting socioeconomic indicators has picked up, more needs to be done to improve the lives and livelihoods of the population. Almost one of every two individuals is below the extreme poverty line and maternal and child mortality rates are unacceptably high in Africa: 3.2 million of the continent's children did not reach their fifth birthday in 2012 and Africa had 289 maternal deaths per 100,000 live births, compared with the world average of 210 maternal deaths per 100,000 live births in 2015.

Addressing those challenges is primarily but not exclusively a national responsibility. The efforts to achieve the Millennium Development Goals demonstrated the positive role that global partnerships can play in leveraging national commitments and initiatives. Global financial systems and norm-setting institutions, however, also shape national policy outcomes in ways that are not always positive. The financial crisis of 2008 in the United States of America, followed by the sovereign debt crisis in Europe, contributed to a slowdown in global growth, undermined economic prospects, in particular in developing countries, and diminished prospects for official development assistance (ODA). Meanwhile, notwithstanding a decline in the number of conflicts globally, low-intensity conflicts fuelled by terrorism threaten the fragile recovery in Africa.

It is against that backdrop that the 2030 Agenda replaced the Millennium Declaration as the world's new development framework. Comprising four components, namely, a political declaration, the Sustainable Development Goals, a means of implementation and a follow-up and review process, the 2030 Agenda is anchored to the principle of sustainable development. Unlike the process leading to the adoption of the Millennium

Development Goals in 2000, African countries have played an active role in the articulation of the 2030 Agenda, primarily through the African Common Position, a document that encapsulates the continent's priorities for the global agenda. The African Common Position, however, is only a subset of Agenda 2063, the African blueprint for development. Most elements of the African Common Position are contained in the Sustainable Development Goals, but not all elements of Agenda 2063 are expressed in the Sustainable Development Goals. The reason is obvious. The Sustainable Development Goals reflect only the global dimension of the African development agenda. Agenda 2063 is more comprehensive, reflecting the totality of the development priorities of Africa, including region-specific transboundary priorities. Nevertheless, a shared objective of Agenda 2063 and the 2030 Agenda is the achievement of structural transformation, underpinned by sustainable development in all its dimensions.

In the absence of coordinated capacity-building interventions, the implementation of the 2030 Agenda and Agenda 2063 poses a challenge to several African countries. Notwithstanding more than 10 years of steady growth and a relatively long history of development planning, most African countries have not succeeded in achieving the goal of structural transformation, let alone the more challenging objective of inclusive and sustainable transformation. Among the reasons behind this are discontinuities and distractions in plan implementation, dysfunctional institutional architecture, weak links between resource allocation and development priorities, an overdependence on external resources, and a disconnect between national and subnational planning and implementation processes. An important factor is weak institutional and individual capacities for plan design, implementation and follow-up of national plans. While the Millennium Development Goal era was associated with some initiatives to integrate the Millennium Declaration into national development plans, those efforts failed to address the underlying capacity constraints in planning units.

To successfully implement the 2030 Agenda in Africa, strengthened capacity for coherent policy implementation is required. Integrating the 2030 Agenda into national development plans in a manner that conforms with Agenda 2063 is critical. Furthermore, building capacities to assess the trade-offs between economic, social and environmental sustainability will be imperative if countries are to realize the objective of sustainable development.

1.2 Mandates, comparative advantage and link to the programme budget

The Economic Commission for Africa (ECA) is mandated to provide technical support to member States and to organize for them consultations and discussions on issues of regional importance. On the basis of its close relationship with the African Union and long-standing experience and knowledge relating to development issues in Africa, member States trust and have confidence in ECA and view it as an honest broker and partner in their development process.

The project supports subprogramme 1 of ECA, Macroeconomic policy, which is intended to help to develop the skills of member States in analysing and interpreting development trends and in designing and implementing macroeconomic policies and development plans that promote inclusive growth and structural transformation.

The mandate of ECA for the programme is derived from Economic and Social Council resolution 671 A (XXV), in which ECA was established. This mandate was further elaborated in a number of resolutions of the General Assembly and the Council and in ECA resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX), 809 (XXXI) and 844 (XXXIX).

This project (1617S) has a number of features that complement project 1617T entitled “Strengthening of capacities of African Governments for integrating accountability in development planning”. Project 1617S focuses on African policymaking capacities to mainstream and implement the three dimensions of the Sustainable Development Goals in their national development

plans, while project 1617T focuses on integrating accountability frameworks in African development planning processes to strengthen the follow-up and performance tracking mechanism. In effect, unlike project 1617S, which focuses on the design and implementation phases of the planning process, the project on accountability focuses more on the follow-up and monitoring and evaluation aspects of the planning cycle. Both areas of focus are nevertheless critical to the successful implementation of development plans. An effective follow-up to the 2030 Agenda makes it possible to identify challenges and opportunities in implementation and serves as a mechanism for corrective action to properly direct implementation. However, without effective design and implementation, countries will invariably monitor failure.

1.3 Relevant expected accomplishment

There will be improved capacity of member States to analyse and interpret development trends and design and implement macroeconomic policies and development plans that promote inclusive growth and structural transformation.

Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, including:

- a) 2012 World Summit on Sustainable Development (Rio+20);
- b) General Assembly resolution 67/290, in which the Assembly decided that the high-level political forum, under the auspices of the Economic and Social Council, should conduct regular reviews, beginning in 2016, of the follow-up and implementation of sustainable development commitments and objectives, including those relating to the means of implementation, within the context of the 2030 Agenda;
- c) African Union decision Doc. EX.CL/836(XXV), in which the Assembly requested ECA, the African

Development Bank and the United Nations Development Programme to facilitate regular expert dialogue between development planners and statisticians, with the purpose of embedding statistics in planning and management for results, so that the African transformative agenda can be achieved;

- d) African Union decision Doc. Assembly/AU/12(XXIII), in which the Assembly further requested the high-level committee on the 2030 Agenda to explore the emerging issue of accountability and how to align it with the African Common Position framework to ensure consistency;
- e) Resolution 928(XLVIII) of the eighth Joint Annual Meetings of the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the Economic Commission for Africa Conference of African Ministers of Finance, Planning and Economic Development, in which the Conference of Ministers called on ECA, in collaboration with the African Union Commission and other partners, to take all steps necessary to convene on a biennial basis the Africa Regional Forum on Sustainable Development. This gathering is mandated to assess challenges, gaps and opportunities relating to the implementation of the 2030 Agenda.

1.4 Country demand and target countries

Development planning predates independence in some African countries and remains an enduring feature of the policymaking landscape. Unlike developed countries, where planning is done to fine-tune the economy, development planning is tasked with a more transformative role in developing and crisis-affected countries because of the pervasive institutional weaknesses, capacity deficits and market failures that exist in those contexts.

The challenges that African countries have experienced in the implementation of their development plans vary by country and time period. Cognizant of those capacity gaps and anticipating the need to strengthen capacities of central planning agencies for implementation of the 2030 Agenda, ECA developed a network of development planners in 2011. To date, this platform has served as the basis for strengthening the capacity of member States to integrate the Millennium Development Goals into national planning frameworks.

In the related peer discussions, a number of key priority needs of member States in the area of development planning were identified. They include, among others, weak capacity in the use of planning tools for policy design and implementation; weak institutional architecture for planning; limited capacities to integrate global and continental initiatives into national planning frameworks; and weak coordination among planning institutions. In addition to supporting member States in integrating the Sustainable Development Goals into their planning frameworks, this project focuses on enhancing evidence-based policymaking capacities, in particular in using planning tools to evaluate the likely impacts of policies on the three objectives: economic, social and environmental sustainability. The outcomes and lessons learned from this project will feed back into the network of planners.

Five countries were selected for this project on the basis of the following criteria: geographic representation from each of the five subregions; linguistic representation, taking into account francophone, anglophone and lusophone countries; and countries with special needs (least developed countries, landlocked developing countries and small island developing States).

With the exception of Cabo Verde, ECA has subregional offices in the pilot countries (Cameroon, Morocco, Rwanda and Zambia). This project also represents a unique opportunity to respond to the specific requests by member States for assistance in the area of development planning. Indeed, during the 2011 Annual Conference of African Ministers of Finance, Planning and Economic Development, jointly organized by the African Union Commission and ECA, policymakers underscored the importance of strengthening national capacities for development

planning in Africa and requested ECA to provide support to member States, the regional economic communities, the African Union Commission and its New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency in developing national, subregional and regional development strategies.

Beyond this general request, the five pilot countries have explicitly solicited support from ECA on various occasions for the integration of the Sustainable Development Goals into their national frameworks. Specifically, Rwanda fielded a high-level mission to ECA in February 2015 to seek advice on how ECA could assist in the design of a strategy for sustainable structural transformation.

During the Africa Regional Forum on Sustainable Development, which was convened by ECA in Addis Ababa from 16 to 18 June 2015, member States requested that ECA assist them in designing “how-to tools” for the implementation of the 2030 Agenda. During the annual Conference of Ministers of Finance, Planning and Economic Development of ECA, held in March 2015, member States, led by the Minister of Finance of Cabo Verde, requested assistance in the design and implementation of development strategies, including for achieving the Sustainable Development Goals. In addition, through the United Nations country teams in the subregional offices of ECA, the latter has worked closely with the pilot countries and received repeated expressions of interest for assistance in efforts that contribute to the achievement of the Goals.

This project (1617S) and project 1617T complement each other. Indeed, the development planning process involves three major phases: the design, the implementation and the monitoring and evaluation of development plans and strategies. Project 1617S focuses on the design and implementation phases of the planning process (i.e., the first and second phases), while project 1617T focuses on strengthening the effectiveness of the monitoring and evaluation or follow-up and review process. Given that Cameroon is a pilot country for both projects, it will benefit from interventions that span the spectrum of the planning process (design,

implementation and monitoring and evaluation). In that sense, the interventions of both projects will be mutually reinforcing. The knowledge, lessons and experiences generated by each project can inform policymaking in other African countries.

1.5 Link to the Sustainable Development Goals

The overall objective of the project is to strengthen African policymaking capacities for the design and implementation of sustainable national development planning frameworks. An important dimension of that process is to assist countries in integrating the Sustainable Development Goals, targets and indicators into their national development frameworks and improve their capacity to analyse the trade-offs and likely impact of such policies on economic, social and environmental sustainability.

A critical marker of success will be the extent to which such plans reduce poverty and inequality, while managing the environmental deficits associated with growth. The project is intended to ensure that national development frameworks take into account key elements of an inclusive and sustainable transformation agenda, value addition, job creation, poverty reduction, the narrowing of inequalities and the sustainable use of natural resources. Those issues are at the heart of the 2030 Agenda, in particular from the perspective of Africa.

This project is linked to relevant Sustainable Development Goals, namely, Goal 1 (End poverty in all its forms everywhere); Goal 8 (Promote inclusive and sustainable economic growth, employment and decent work for all); Goal 9 (Build resilient infrastructure, promote sustainable industrialization and foster innovation); Goal 10 (Reduce inequality within and among countries); Goal 12 (Ensure sustainable consumption and production patterns); Goal 13 (Take urgent action to combat climate change and its impacts); and Goal 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development). Ultimately, the relevant targets will depend on the specific needs and knowledge gaps of each country.¹

¹ The list of prioritized targets is provided in the annex.

2. Analysis

2.1 Problem analysis

African countries have had a long history and experience with development planning. Compared with Asian countries, however, development planning in Africa has not been associated with structural transformation, notwithstanding the rapid growth since 2006. Many factors can be attributed to that outcome, but an overriding constraint is weak institutional and individual capacities for plan design, implementation and follow-up. The underlying capacity constraints in planning units remain, notwithstanding interventions during the Millennium Development Goal era.

The introduction of the Sustainable Development Goals has resulted in another layer of complexity to the global development discourse, namely, the objective of achieving economic, social and environmental sustainability. In effect, the structural transformation narrative for Africa must be framed in a context of sustainable development. Operationally, this requires that structural transformation be socially and economically inclusive and environmentally sustainable. This is not an easy task. Indeed, evidence from countries that have structurally transformed their economies suggests that, while many have succeeded in reducing poverty, only a few have narrowed income inequalities and even fewer have achieved environmental sustainability or addressed other dimensions of inequality, such as gender and spatial inequalities.

Strengthening planning capacity to design and implement sustainable development frameworks is, therefore, particularly important with regard to the next global development agenda. The five target countries that are the focus of this project have limited capacities to integrate the three dimensions of the Sustainable Development Goals into the design of their national planning frameworks. The underlying reasons behind this are discussed below.

Limited access to planning tools and weak capacities to use such tools

The countries have weak capacities in the use of planning tools to analyse the intersectoral and intrasectoral impacts of policy initiatives. In the absence of such tools, policymakers are unable to gauge ex ante how their policy objective of, for example, economic sustainability will affect other objectives, such as environmental and social sustainability. Related to that challenge is the lack of strong statistics institutions capable of generating the data required for policy analysis. For example, Cabo Verde faces challenges with respect to data gathering for planning and measuring the impact of development projects.

2.2 Ineffectual horizontal coordination and synergies

The five countries have an ineffectual institutional architecture to guide development planning among the relevant entities involved in the implementation of the agenda. This has resulted in weak coordination among central planning agencies, the ministry of finance and other line ministries.

2.3 Ineffectual vertical coordination and synergies

Effective planning requires cooperation between national and subnational institutions and actors in the plan design and implementation process. Subnational participation not only enhances inclusive planning, but also facilitates community involvement in the implementation process. The development planning process in most of the target countries (in particular Cabo Verde and Rwanda) has, however, been adversely affected by challenges in coordinating national and subnational systems. While there has been a shift towards more decentralized approaches to implementation, national and subnational institutions have often not been effectively integrated into development programmes.

2.4 Country-level problem analysis

Table 1: Country analysis

Country	Status	Realistic outcomes
Rwanda	<p>The country is at the mid-point of implementing its second economic development and poverty reduction strategy, which spans the period 2013–2018. Priority 5 of the plan focuses on the pursuit of a “green economy” approach to economic transformation. The largest cost component of the plan is for economic transformation and rural development.</p> <p>In February 2015 the Government of Rwanda fielded a delegation to ECA to request support in accelerating structural transformation in the country.</p> <p>The following gaps were identified:</p> <ul style="list-style-type: none"> Low level of development of the industrial and services sectors; Weaknesses in joint planning and cross-sectoral coordination; Weak monitoring and evaluation indicators and weak statistical capacity and an inadequate system for data collection; Limited capacities for evidence-based policy and planning and misalignment of national priorities with global goals; Inadequate institutional and legal frameworks for the implementation of the 2030 Agenda; Ineffective alignment of budget and expenditure frameworks with national development priorities; Weak links between national and subnational planning institutions; Low level of awareness of the importance of private sector engagement in the implementation of the national development plan, especially for the agricultural transformation framework, notwithstanding dramatic progress in creating conducive private sector environment. <p>On the positive side, there exist some strong home-grown initiatives and institutions, including, Umuganda (community work), Gacaca (traditional courts), Abunzi (mediators) and Imihigo (performance contracts).</p>	<p>Improved capacity to evaluate the links between economic, social and environmental policy objectives.</p> <p>Greater involvement of the private sector in the implementation of the 2030 Agenda, subject to political commitment to involve the private sector.a</p>
Zambia	<p>The Government requested support from ECA in building the capacity of its newly established Ministry of Development Planning in implementing the country’s seventh national development plan (2017–2021). To date, there is no framework for integrating major economic, social and environmental sustainability strategies into the national development framework.</p> <p>Other challenges include:</p> <ul style="list-style-type: none"> Ineffective coordination of sustainable development interventions, given that stakeholders outside Government, such as civil society organizations and members of the private sector, have not been sufficiently engaged in the discussion on sustainable development issues; Low level of awareness of the policy and operational implications of sustainable development on the part of citizens and policymakers. The awareness campaigns to date have tended to be fragmented and confined to a few subsectors. 	<p>Strengthened capacity of policymakers to evaluate the interconnectedness of social, economic and environmental policy objectives using relevant tools of analysis.</p> <p>Improved awareness of the Sustainable Development Goals and the operational implications associated with the implementation of the 2030 Agenda.</p>
Cabo Verde	<p>The current development plan of the country was during the period 2012–2016.</p> <p>Low level of awareness of the potential threat from climate change, especially at the subnational level. Weak coordination and communication among sectors and between central and local government entities to address the threat of climate change.</p> <p>The lack of an integrated decision-making mechanism has weakened the implementation of development strategies.</p>	<p>Strengthened capacity to implement strategies for climate change.</p> <p>Improved understanding of the socioeconomic impact of climate change policies.</p>

Country	Status	Realistic outcomes
Morocco	<p>Weak institutional capacities for the integration of sectoral strategies, such as the Green Morocco plan, the solar plan, the national strategy for mining sector development and tourism vision 2020, into the national development plan and the national strategy for sustainable development (Moroccan climate change policy).</p> <p>Absence of sectoral policies for environmental management and protection.</p>	<p>Improved links between sectoral and national policies, which take into account the Sustainable Development Goals and targets.</p> <p>Improved awareness of the importance of environmental sustainability and its links to economic and social sustainability.</p>
Cameroon	<p>The current development plan is the strategy for growth and employment 2010-2019.</p> <p>Weak institutional and individual capacities for integrating climate change priorities into the national development plan and the national environment management plan, in particular.</p> <p>Absence of an effective linkage and lack of capacity for coordination between the socioeconomic and environment pillars within the national development plans, mainly because of a lack of understanding of their interconnected relationship.</p> <p>Strong commitment to improve the quality and availability of data by the national institute of statistics using home-grown and participatory approaches.</p>	<p>Strengthened capacity of policymakers to evaluate the interconnectedness of social, economic and environmental policy objectives using relevant analysis tools.</p> <p>Improved awareness of the Sustainable Development Goals and the operational implications of the implementation of the 2030 Agenda.</p>

^a See the details about the private sector in table 2.

2.5 Stakeholder analysis and capacity assessment

The key stakeholders that will be involved in the project are the technical staff and policymakers of the ministries, departments or agencies in charge of central planning, other key ministries, including those that deal with health, education, water and sanitation and environment, and relevant experts from civil society organizations, think tanks and academia.

Table 2: Stakeholder analysis

Non-United Nations stakeholders	Type and level of involvement in the project	Capacity assets	Capacity gaps	Desired future outcomes	Incentives
Central planning agencies, departments or ministries and ministries of health, education, water and sanitation, environment, and national statistics offices.	Will be trained to operate tools used to evaluate the economic, social and environmental impact of policies applying a systems dynamic approach. The participants will also become trainers after their training programme is completed and will provide feedback on national planning priorities, challenges and opportunities.	Knowledge of national contexts, planning opportunities and challenges. Source of access to administrative data and knowledge of the targets and indicators that exist already in national planning frameworks.	Limited experience in the use of planning tools. Weak coordination with other line ministries. Inadequate analytical skills because of limited awareness of the interconnectedness among social, economic and environmental policy objectives and sustainability. This may lead to a lack of awareness of trade-offs in policy decisions and the production of monitoring and evaluation reports (for national plans) that lack of analytical depth.	Improved capacities in the use of planning tools. Improved access to planning tools. Capacity to train other policymakers on the use of such tools. Improved evidence-based policymaking that is mindful of policy trade-offs. Increased analytical skills, which results in the production of better quality monitoring and evaluation reports for national development plans.	Improved skills in the use of planning tools will enhance success in the implementation of the 2030 Agenda and give more credit to central planning agencies and units, line ministries and national statistics offices.

Non-United Nations stakeholders	Type and level of involvement in the project	Capacity assets	Non-United Nations stakeholders	Type and level of involvement in the project	Capacity assets	Capacity gaps
Academia and think tanks working on the Sustainable Development Goals	Will be consulted on the practicality of the toolkit and involved in the training. They may also serve as trainers after their training programme is completed. They will provide feedback on how to improve the tools and on national planning priorities, challenges and opportunities.	Knowledge of national contexts, planning opportunities and challenges. Expertise or theoretical knowledge of relating to the Sustainable Development Goals and in planning. Capacity to assess and evaluate the impact of the training and integration process.	African Capacity Building Foundation	Input in identifying consultants, and institutions for training activities.	Extensive knowledge of the capacity-building landscape in Africa.	Not directly e in capacity-b facilitates cap building thro funding.
Civil society organizations with a specialized interest in the Sustainable Development Goals	Participation in integration and training exercise will enhance their understanding of the planning process and strengthen their capacity to track progress in achieving the Sustainable Development Goals and to advocate corrective policy actions.	Knowledge of national contexts. Capacity to communicate the key elements of the Sustainable Development Goals. Watchdogs of the process to implement the 2030 Agenda.	experience in policy design and implementation. a. The location of the Ministry of Finance and Economic Planning; In Rwanda, it is in the Ministry of Finance and Economic Planning; in Zambia, it is in the Ministry of Development Planning; in Cabo Verde, it is in the Ministry of Finance; in Morocco it is in the Haut commissariat au plan, which is a stand-alone entity with the rank of a ministry; and, in Cameroon, it is in the Ministry of the Economy, Planning and Regional Development. Their advocacy and watchdog role is often impeded by limited capacity to propose alternatives. Limited technical understanding of the issues. Sometimes, they are viewed with scepticism by Governments.	more effective support extended to policy makers through more relevant knowledge products and/or technical assistance.	strategy design and implementation. Better informed for more relevant publications.	
Private sector	Participation in the integration exercise to promote private sector awareness of the key elements of the global agenda and to highlight their responsibilities and potential opportunities that the agenda has for the sector. An effective integration process ensures that critical programmes that require private sector participation, such as energy, infrastructure and industry, are prioritized in national plans. Such prioritization enhances the implementation role of the private sector by providing them with business opportunities. On the other hand, the integration process will raise the awareness of the sector to the environmental and social implications of their activities.	The domestic private sector has a practical understanding of the binding constraints to enterprise development. Its knowledge of the local economy is an asset in addressing constraints related to implementation of the agenda. The private sector also creates employment. Its performance is, in effect, a barometer of the health of the economy. There are, however, a number of capacity deficits associated with domestic private sector actors. Addressing such deficits will accelerate progress in achieving the Sustainable Development Goals.	The private sector is faced with a number of bottlenecks that prevent it from playing a more effective role in the development process in Africa and in the implementation of the 2030 Agenda. Among them are limited political will or effort to involve them in the design and implementation of development plans, limited access to financing and a poor business environment with high transaction costs and lengthy administrative procedures.	Enhanced involvement of the private sector in the design, implementation and monitoring and evaluation of development plans.	Improved relationship with the Government; more opportunities to work with the public sector through public- private partnerships in the implementation of the 2030 Agenda, in such areas as infrastructure and energy.	

3. Project strategy: objective, expected accomplishments, indicators and main activities

3.1 Project strategy

The overall objective of the project is to strengthen African policymaking capacity for integrating the Sustainable Development Goals and their targets and indicators contained in the 2030 Agenda into national development frameworks. It is expected that, by the end of the project cycle, the technical and analytical capacities of central planning agencies to integrate the priorities of the Goals into the national planning frameworks of the pilot countries and the capacity for evidence-based policymaking for implementing the 2030 Agenda will be enhanced.

To achieve this, four broad interventions will be undertaken. First, building on the mainstreaming, acceleration and policy support approach of the United Nations Development Group, a toolkit customizable to national and regional contexts will be developed to provide guidance and best practices on how to integrate the 2030 Agenda into national planning frameworks. The toolkit will be reviewed for feedback at five national awareness-raising workshops organized in each pilot country. The workshop will also aim to ensure a common understanding of the Sustainable Development Goals and to adopt a common methodology for the integration of them into national planning frameworks, taking into account the mainstreaming, acceleration and policy support approach.

Second, to strengthen their capacities or evidenced-based policymaking, policymakers will be trained on the use of planning tools. It is expected that, at the end of the training, policymakers will be able to assess ex ante the trade-offs associated with the achievement of economic, social and environmental sustainability in their countries.

Third, to build on and share experiences in development planning, a study tour will be organized to Thailand, a country noted for its effectiveness in development planning, for senior representatives from the pilot countries². The tour will also provide a unique opportunity to receive feedback on the toolkit.

Fourth, follow-up advisory missions will be undertaken to monitor progress in the integration exercise and the use of the evidence-based policymaking tools. Advisory services will be complemented by online support and training to the member States through the ECA network of development planners.

Contractual services will be necessary to implement an important element of the project, namely, capacity-strengthening in evidence-based policymaking, because of in-house capacity limitations. On the basis of its attractive features, the project will use the Threshold 21 (T21) model for this activity. The model is a dynamic simulation tool designed to support comprehensive and integrated long-term development planning. It brings together economic, social and environmental factors in its analysis. It therefore takes into account the three dimensions of sustainable development that underpin the Sustainable Development Goals. T21 is the result of more than 20 years of extensive research and applications carried out in consultation with the World Bank, United Nations agencies, developing country governments and non-governmental organizations.

² Several Asian countries, such as Malaysia, the Republic of Korea and Thailand, which are referred to as “Asian tigers”, are suitable candidates for this study because they have a proven track record in transforming their economies through development planning, and their levels of development were on par with several African countries only a few decades ago. Because of resource limitations, only Thailand was selected for this study tour. Nevertheless, through other channels, such as a desk review, ECA staff will attempt to draw on the experiences of the other countries.

The Millennium Institute, the administrator of the T21 model, will be contracted to conduct the training.

3.2 Logical framework

Table 3: Logical framework

Intervention logic	Indicators	Means of verification
Objective : to strengthen African policymaking capacity for integrating the Sustainable Development Goals and their targets and indicators contained in the 2030 Agenda into their national development frameworks.		
EA1 Enhanced technical and analytical capacities of central planning agencies in select countries to integrate the priorities of the 2030 Agenda into the design of national planning frameworks.	IA 1.1 At least 80 per cent of participating policymakers acknowledge enhanced capacity to integrate the priorities of the 2030 Agenda into their national development planning frameworks.	National surveys administered to the central planning and line ministries in the pilot countries.
	IA 1.2 At least 50 per cent of the participating line ministries in the pilot countries use the toolkit for the integration process.	Survey administered to the central planning and line ministries in the pilot countries.
Main activity A1.1 Develop a toolkit to guide countries in integrating global and regional development frameworks into their national development plans. This activity will be conducted with the assistance of a consultant.a		
<p>A1.2 Conduct five national training workshops, with the aim of building awareness of the Sustainable Development Goals and present the toolkit to stakeholders for validation.</p> <p>Rationale, format and content of workshop : national workshops will be held to facilitate an in-depth understanding of the Sustainable Development Goals and the interlinkages among them and their targets and indicators. The event will also introduce stakeholders to the toolkit, train them on using it and solicit feedback for improvement. Breakout sessions will be organized to demonstrate the use of the toolkit. Each breakout group will “test drive” the toolkit, focusing on a specific dimension of the country’s development plan.</p> <p>Participation: participants will comprise a mix of high-level personnel (at the ministerial level) and technicians from central planning agencies, national statistics offices, the ministry of finance and other key ministries representing the three dimensions of sustainability. Other stakeholders will include think tanks and civil society organizations.</p> <p>To the extent that the planning ministry plays a strong coordinating role, its participation will be key. Participating countries will be requested to nominate representatives from the economic, social and environmental sectors of the economy. The objective of this is to ensure representation of ministries from each of the three dimensions of sustainable development. This includes finance, industry and energy for the economic dimension; health, education, gender and water and sanitation for the social dimension; and environment and forestry for the environment dimension.</p> <p>Political representation is necessary to ensure the presence of decision makers whose views can influence the adoption of the outcomes of the workshop by policymakers.</p> <p>This activity is expected to yield two outputs: a revised toolkit based on feedback from participants and a road map for the integration of the Sustainable Development Goals into the planning framework of the country.</p> <p>Two ECA staff members and one consultant (the toolkit designer) will travel to the countries to organize the workshops.</p>		

Intervention logic	Indicators	Means of verification
<p>A1.3</p> <p>Conduct a study tour to Thailand with high-level representatives from the pilot countries. The tour will be organized in collaboration with the Economic and Social Commission for Asia and the Pacific to learn from the Asian experience in planning and aligning the Sustainable Development Goals with national plans. Three policymakers from each pilot country will take the tour.</p> <p>Criteria for selecting participants: to ensure that the outcomes of the tour trickle down to a broad set of stakeholders, the head of the delegation from each participating country will be a high-level representative, either a minister, a deputy minister or the head of the entity in charge of planning. The other two participants will be technical personnel from the ministry of environment and a line ministry representing the social sector.</p> <p>The rationale for inviting a high-level representative is that those individuals have decision-making authority and can therefore ensure that the findings of the tour influence policymaking. Representation from the central planning agency is necessary because of its role in coordinating the planning decisions of all line ministries, making them well placed to ensure that the outcomes of the tour influence planning decisions of the line ministries. Complementing political invitees with technical staff will ensure that the technical details arising from the discussions are not lost on the participating countries.</p> <p>Country representatives will be accompanied by two ECA staff members and the consultant who designed the toolkit.</p> <p>Rationale for study tour: by exposing planners to implementation strategies in best practice countries, this activity is expected to improve capacities for the implementation of development plans in Africa. The study tour will also provide a platform for Asian countries to discuss and review the draft toolkit, which, in turn, will help to enhance it.</p> <p>Target audience: the following institutions will be visited: the ministry, department or agency in charge of planning, the national statistics office, the ministry of finance and other ministries representing the economic and social dimensions of sustainable development. They include, but are not limited to, the health, education, environment and water and sanitation line ministries. Discussions will be held with heads of those agencies and the technical staff working for them.</p> <p>Expected output: at the conclusion of the study tour, a report will be produced by ECA staff in which the key lessons pertaining to development planning and its relevance for Africa will be distilled. The report will also include a compilation of relevant suggestions for improving the toolkit. On the basis of feedback from A1.2 and A1.3, the toolkit will be finalized and disseminated to the pilot countries.</p> <p>The tour report will be made available to all African countries (especially to development planners in Africa) and distributed during major events held by ECA to share knowledge and experiences. The document will also be disseminated through the ECA electronic platform for the network of African planners in the context of activity A1.4.</p>		
<p>A1.4</p> <p>On the basis of feedback from the national training workshops (A1.2) and from the study tours (A1.3), the toolkit will be finalized and disseminated to all African countries through the ECA network of development planners. It will also be uploaded on the ECA website, which is widely visited, especially when a major conference is being organized by the Commission.</p> <p>Electronic discussion platform with a moderator</p> <p>To facilitate wide dissemination of the toolkit and help users to familiarize themselves with it rapidly, a consultant or moderator will be contracted for nine months. This person's job will be to respond to queries from stakeholders regarding the features and application of the toolkit; initiate and moderate online discussions on development planning, in general, and on the Sustainable Development Goals, in particular; and conduct online surveys associated with the following indicators of accomplishment: IA1.1; IA1.2; and IA2.1.</p> <p>This activity will contribute to scaling up the benefits of the projects to more African countries.</p>		
<p>A2</p> <p>Enhanced technical and analytical capacities of policymakers in select countries to formulate policies, in line with the priorities of the 2030 Agenda.</p>	<p>IA 2.1</p> <p>At least 80 per cent of trained policymakers find that the training improved their capacity related to policymaking.</p> <p>At least 50 per cent of trained policymakers confirm that they have used the training tools for policymaking.</p>	<p>Online surveys targeting trained policymakers</p> <p>Evaluation forms circulated after training.</p> <p>Online surveys targeting trained policymakers.</p>
<p>A2.1</p> <p>To strengthen the evidence-based policymaking capacities of member States, five national training workshops will be organized in each pilot country.</p> <p>Threshold 21 (T21): the Millennium Institute, the developer of the T21 model, will be contracted to provide the training. T21 is a dynamic simulation tool designed to support comprehensive, integrated long-term development planning. The model integrates economic, social and environmental factors in its analysis and, as a result, takes into account the three dimensions of sustainable development that underpin the Sustainable Development Goals.</p>		

Intervention logic	Indicators	Means of verification
<p>T21 is the result of more than 20 years of extensive research and application carried out in consultation with the World Bank, United Nations agencies, developing country governments and non-governmental organizations. The cost of the standard model is \$50,000, while to customize it for each country with national data costs \$15,000 per country.</p> <p>Length and format of the training: each training workshop will last for seven days. The duration of the training takes into account the technical nature of the subject matter and the different backgrounds of the participants.</p> <p>The first module of the training will familiarize participants with the theoretical tools for policy simulation. The second module will be devoted to practical applications of the tools using real or hypothetical data. It will also involve adaptation of the models to country specificities.</p> <p>In that context, the training will, as much as possible, use country-data for policy simulation and scenario building. The ECA knowledge product on lessons learned in development planning, the toolkit (A1.1) and the report of the tour in Thailand (A1.3) will serve as background material for both modules. ECA will partner with the African Institute for Economic Development and Planning and the African Capacity Building Foundation to conduct the trainings. The partnership with the Foundation is vital, given its long-standing experience in capacity-building.</p> <p>At the conclusion of the training, participants will be able to undertake policy simulations using hypothetical or actual country data to analyse trade-offs and the impact of policy decisions on indicators of social, economic and environmental sustainability. Consistent with EA2, the training will enhance evidence-based policymaking and planning in Africa, in line with the priorities of the 2030 Agenda.</p> <p>General staff will be hired on a temporary basis to support the activities relating to the project.</p> <p>Two ECA staff members and one consultant (T21 expert) will travel to the countries to organize the workshops.</p> <p>A2.2</p> <p>Five advisory service missions (one per pilot country) will be undertaken to assess and strengthen progress in the integration process and respond to challenges in using the toolkit and training tools on Sustainable Development Goals-related policymaking. In addition, additional advisory support will be provided to the pilot countries using the ECA regular budget.</p>		
<p>Two ECA staff members and one consultant involved in the project will conduct the advisory service missions.</p> <p>The missions will work directly with the national technical staff of the central planning agency in charge of the design of the national development plans, national statistics offices and technical staff from the line ministries that benefited from the workshops in A1.2 and A2.1, and possibly with the heads of the ministry, department or agency in charge of central planning.</p> <p>The output of this activity will include an evaluation report in which opportunities, challenges and lessons associated with the use of the toolkit are identified, along with the challenges associated with Sustainable Development Goals-related policymaking.</p>		

a The toolkit will be flexible enough to be adapted to any country in Africa.

3.3 Risks and mitigation actions

Table 4: Risks and mitigating actions

Risks	Mitigating actions
Political instability and/or conflict in the pilot country.	<p>Ensure that the majority of beneficiaries are technocrats in order to minimize politicization. Focus on the technical merits of the projects and its relevance to all groups, regardless of ethnic or political affiliation.</p> <p>Engage stakeholders through regular policy dialogue on the significance and relevance of identified reforms, highlighting the positive outcomes, not only for the citizens, but also for the governing systems.</p>
Participants and their ministries lack the appropriate background or resources (financial resources, human capabilities, and technical knowledge) to internalize the training offered (internal risks).	<p>Establish minimum criteria for eligible trainees. Gauge the initial capacities of trainees using a brief survey. Communicate the course content and expectations ahead of time. Tailor the pace of the training to the skill levels of the trainees.</p>
National, subnational or local governing systems unwilling to adopt, prioritize or implement institutional and policy reforms necessary to pursue development planning (internal risks).	<p>Engage stakeholders through regular policy dialogue on the significance and relevance of identified reforms, highlighting the positive outcomes, not only for the citizens, but also for the governing systems.</p>

3.4 Sustainability

The sustainability of the project will depend on its capacity to institutionalize the capacity-building initiatives undertaken in the pilot countries. This will require that the project demonstrates the relevance of the capacities developed to achieve sustainable development outcomes. As a precondition for participation, the beneficiaries of the training activities conducted in A1.2 and A2.1 will be required to serve as trainers in their countries to spread the knowledge and skills to a wider cohort of practitioners and policymakers. Furthermore, sustainability will be enhanced through advisory and follow-up missions conducted by ECA staff and partners to, for example, assess

the extent to which the toolkit is being used and validate the extent to which trainees are serving as trainers in their countries. The project will also be scaled up through the online platform and related dissemination activities carried out in A1.4 and complementary missions emanating from the regular budget programme of work of ECA.

By strengthening capacities for evidence-based policymaking, improved policy impacts are hoped for, which would therefore demonstrate the relevance of the project to policymakers. Demonstrating relevance will enhance buy-in and increase the commitment of member States to fund secondary rounds of training at the national and subnational levels.

4. Monitoring and evaluation

A project coordinating and monitoring team with representation from each pilot country will be put in place to monitor and report systematically and in detail on the implementation of the activities of the project. The team will track the indicators of the project, namely, the outputs and outcome, and will; assess the effectiveness of the delivery mechanism of the project. The team will liaise with the ECA central monitoring division, namely, the Strategic Planning and Operational Quality Division. An in-depth nine-month review will be conducted to evaluate the extent to which the project is performing and is facilitating progress

in attaining the expected outcomes. A mid-term review will be conducted after 18 months of implementation. Progress reports will be submitted on 31 January 2017, 2018 and 2019, as required by the rules regulating the tenth tranche. At the end of the project, an external evaluation will be conducted between September and December 2019, as required. The external evaluator will be contracted to participate in the training sessions and the follow-up advisory missions. The external evaluation will be fully funded by the project.

5. Management and coordination agreements

The project will be managed by the Chief of Renewal of Planning under the overall guidance of the director of the Macroeconomic Policy Division. The director will ensure internal coordination with the Capacity Development Division and the subregional offices of ECA, in Cameroon, Morocco, Rwanda and Zambia. The subregional offices will provide national-level oversight of the project. The pilot in Cabo Verde will be managed from headquarters.

The project will be carried out in cooperation with the African Capacity Building Foundation, the United Nations Development Programme Regional Bureau for Africa and the Economic and Social Commission for Asia and the Pacific. The Foundation, together with the African Institute for Economic Development and Planning, will be involved in conducting training exercises of the project. The Economic and Social Commission for Asia and the Pacific will be involved in organizing the study tour with policymakers to learn from the Asian experience in planning.

ANNEX

List of proposed Sustainable Development Goals and targets to be considered in the project

Goal 1: End poverty in all its forms everywhere

Target

1.1: By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day

1.4: By 2030, ensure that all men and women, particularly the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance

1.5: By 2030, build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters

1.A: Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions

1.B: Create sound policy frameworks, at national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investments in poverty eradication actions

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Target

8.1: Sustain per capita economic growth in accordance with national circumstances, and, in particular at least 7 per cent per annum GDP growth in the least-developed countries

8.2: Achieve higher levels of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value-added and labour-intensive sectors

8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

8.10: Strengthen the capacity of domestic financial institutions to encourage and to expand access to banking, insurance and financial services for all

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Target

9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

9.2: Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product in line with national circumstances, and double its share in least developed countries

9.3: Increase the access of small-scale industrial and other enterprises, in particular, in developing countries, to financial services, including affordable credit, and their integration into value chains and markets

9.5: Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular, developing countries, including by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people

and public and private research and development spending

9.B: Support domestic technology development, research and innovation in developing countries including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities

9.C: Significantly increase access to information and communications technology and strive to provide universal and affordable access to internet in least developed countries by 2020

Goal 10: Reduce inequality within and among countries

Target 10.1: By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average

10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard

10.4: Adopt policies, especially fiscal, wage, and social protection policies, and progressively achieve greater equality

Goal 12: Ensure sustainable consumption and production patterns

Target

12.2: By 2030, achieve the sustainable management and efficient use of natural resources

Goal 13: Take urgent action to combat climate change and its impacts

13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

13.2: Integrate climate change measures into national policies, strategies and planning

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Target

14.2: By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Target

15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.

