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**African Regional Workshop on  
Effective Governance for Sustainable Development:  
Putting Principles into Practice**

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Pretoria, South Africa**

Co-organised by  
United Nations Department of Economic and Social Affairs and the  
African Union/African Peer-Review Mechanism

in collaboration with

United Nations Development Programme

The present document is the report of the African Regional Workshop on Effective Governance for Sustainable Development: Putting Principles into Practice, held from 30 October to 1 November 2019 in Pretoria, South Africa. The workshop was co-organised by the United Nations Department of Economic and Social Affairs (UN DESA) and the African Union/African Peer Review Mechanism (APRM) in collaboration with the United Nations Development Programme (UNDP).

For more information on the workshop, including the presentations made by speakers, please consult [https://publicadministration.un.org/africa\\_regional\\_workshop/](https://publicadministration.un.org/africa_regional_workshop/).

To learn more about the principles of effective governance for sustainable development, visit <https://publicadministration.un.org/en/Intergovernmental-Support/CEPA/Principles-of-Effective-Governance>.

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The opinions expressed in this report are based on the workshop presentations and discussion and do not necessarily reflect the views of the United Nations or African Union.

## Context and objectives

The confluence of economic, social and environmental trends – such as demographic shifts, growing inequalities, evolution of the digital economy, rapid urbanization and climate change – are reshaping the governance landscape at all levels. There is an increased demand for institutions that can design and deliver policies and programmes that integrate the three dimensions of sustainable development, informed by engagement with all relevant stakeholders. Bold public sector transformation will be essential, along with serious efforts to combat corruption, which damages public confidence in government and the rule of law, and significantly limits the beneficial impact that institutions can have on the everyday life of individuals.

The ECOSOC-endorsed [principles of effective governance for sustainable development](#) point to a way forward based on the advice of independent global experts. Developed by the United Nations Committee of Experts on Public Administration to help interested countries, on a voluntary basis, build effective, accountable and inclusive institutions at all levels, they apply to all public institutions, including executive and legislative organs, public entities in the security and justice sectors, independent constitutional bodies and state corporations, among others.

The overall objective of the workshop was to promulgate the principles of effective governance among African countries in partnership with the APRM in its capacity as a regional mechanism for follow up on the implementation of SDG 16 in Africa, taking due cognizance of the congruence between the SDGs and the African Union's Agenda 2063. Specifically, the workshop aimed to promote:

- a common understanding of the principles of effective governance for sustainable development, methods of analysing gaps towards their institutionalisation in Africa and strategies to address these gaps;
- enhanced collaboration among national, regional and global actors in building strong institutions for the achievement of the goals of the 2030 Agenda and the aspirations of the Agenda 2063 through, *inter alia*, engagement of African Union organs, and for the application of the principles in African contexts;
- knowledge sharing on approaches to build strong institutions for the achievement, monitoring and evaluation of SDGs in Africa, through peer-to-peer learning, discussion of toolkits and lessons learned derived from the Voluntary National Reviews (VNRs);
- incorporation of issues related to the evaluation of institution-building for the SDGs in research agendas of African universities.

## Organization of the workshop

The two and a half-day workshop was co-organized by the United Nations Department of Economic and Social Affairs and the African Union/African Peer Review Mechanism in collaboration with the United Nations Development Programme. It brought senior public officials from APRM member countries together with experts and resource persons from Government, the UN system, AU organs, other international organizations, civil society and academia. Among the 84 participants were representatives of 20 APRM Member States, including 11 least developed countries.

The workshop was opened by Maria-Francesca Spatolisano, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, UN DESA, Eddy Maloka, Chair Africa Governance Architecture and Chief Executive Officer, APRM, H.E. Oumar Defallah Khayar, APRM Minister of Chad and

Chairperson of APRM Focal Points, and Professor Richard Levin, Director General, Ministry of Public Service and Administration, South Africa.

The programme was organized into ten working sessions on various institutional issues associated with the implementation, monitoring and review of SDG 16 in Africa. Each session began with introductory remarks by experts and concluded with action-oriented reflections by the session moderator. The format was interactive and drew on the experiences of all participants.

The first session framed the discussions on the centrality of 2030 Agenda and Agenda 2063 and addressed collaboration between the African Union Commission (AUC), APRM and the African Union Development Agency (AUDA-NEPAD) in institutionalizing the planning and implementation in cooperation with the United Nations system. It touched upon the African Charter on Democracy, Elections and Governance, the main normative instrument to set standards for better governance across the continent and mainly emphasized the role of APRM, the African Governance Architecture and the African Peace and Security Architecture in operationalizing the UN CEPA principles.

The second and third sessions delved into the substance of the UN CEPA principles of effective governance for sustainable development. It examined their operationalization. Participants discussed administrative gaps that may be hindering the achievement of national development goals and considered how the principles could serve as a reference point in strengthening national and local governance capabilities. Participants also considered the kind of support from international and regional organizations that may be most helpful in building strong institutions to achieve national objectives, and how to engage in further knowledge-sharing with a wide range of experts in Africa and beyond.

The fourth, fifth and sixth sessions gave participants an opportunity to exchange views on monitoring and evaluation of SDG 16 from an African perspective. Elements of a possible APRM tool for monitoring and evaluation of SDG 16 in Africa based on the UN CEPA principles framework were considered. Related work by the Praia Group, AU Strategy for the Harmonization of Statistics in Africa (SHaSA), and national statistical offices to elaborate governance statistics was presented. Participants also exchanged information on national experiences on linking indicators to results.

Sessions seven and eight on policy coherence and whole-of-society approaches aimed to examine good practices from around the world in the design of institutional arrangements for implementation of the 2030 Agenda. Participants discussed incentives for collaboration, and related institutional arrangements, public administration practices, mechanisms, capacities and budgetary arrangements.

In the ninth and tenth sessions, participants turned their attention to SDG awareness-raising and training in the public sector and considered the prospects for incorporating evaluation of institution-building for the SDGs at all levels in the research agendas of African universities.

The closing session, facilitated by Eddy Maloka, Chair Africa Governance Architecture and Chief Executive Officer, APRM, took stock of the main messages of the workshop. It ended with action-oriented reflections by H.E. Senzo Mchunu, Minister of Public Service and Administration, H.E. Khayar Oumar Defallah, APRM Minister of Chad and Chairperson of APRM Focal Points, Maria-Francesca Spatolisano, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, UN DESA, and Geraldine Fraser-Moleketi, Chancellor of Nelson Mandela University and Chair of United Nations Committee of Experts on Public Administration. The workshop programme is included in the Annex to this report.

## Highlights

The discussions covered issues grounded in multidisciplinary perspectives. The following is a summary of session themes and focus areas.

### **Aligning institution-building efforts related to the 2030 Agenda and Agenda 2063**

Governance is multifaceted. Its many dimensions have several attributes applied with various degrees of emphasis in diverse institutional settings, often depending on context and time and subject to conditions emanating from history, culture and leadership styles, among other things. Governance, therefore, is subject to temporal and spatial exigencies with multiple linkages to the implementation of 2030 Agenda and Agenda 2063.

The African Peer Review Mechanism, a voluntary African self-monitoring entity established in 2003, has delineated its core guiding principles in line with SDG 16 and has established four focus areas in fostering good governance, specifically in the political, economic, corporate and socioeconomic development spheres. In 2017, APRM was assigned an expanded mandate by the AU Assembly to support its Member States in monitoring and reporting on Agenda 2063 and its 10-year implementation plan, particularly regarding Aspiration 3 on good governance, peaceful and inclusive societies and institutions and Aspiration 4 – on a peaceful and secure Africa. These two aspirations are congruent with SDG 16.

Agenda 2063, adopted in 2015, is Africa's master plan for transforming the continent into a global powerhouse of the future. It is the strategic framework to deliver on inclusive and sustainable development for all Africans. Agenda 2063 seeks to deliver on a set of seven aspirations each with its own set of objectives that are congruent with the SDGs.

Implementation of both the 2030 Agenda and Agenda 2063 hinge on competent planning, which is a discipline in and of its own. Monitoring and evaluation are also important, given the diverse mechanisms of governance implementation across the continent and the need to improve, not just the economic needs but the well-being, of all Africans.

In this respect, first, it is important to direct evaluation towards effective governance. Countries such as Uganda, Kenya, Ghana and Sierra Leone provide promising examples from Africa on SDG 16 reporting, particularly considering their national commitment to open spaces for citizens to reflect on policy issues and development challenges. These experiences have taught stakeholders in Africa that it is pivotal to learn how to work with civil society and promote an active citizenry.

Second, the array of experiences and institutional practices on the continent has laid bare the importance of interlinking peace and development and governance dimensions in addition to the social, economic and environmental pillars of sustainable development. Peace and security are a foundation of effective governance, and vice-versa. Related to this, developmental and democratic states are not mutually exclusive; they are two sides of the same coin. They both depend on people-centred and human-rights based frameworks.

While the 2030 Agenda and Agenda 2063 provide overarching frameworks of sustainable development propelled by effective, accountable and inclusive institutions, the pathways to create and maintain such institutions have been many, with trade-offs and synergies among them often left to play out without the benefit of a systematic and unifying framework of governance. Accordingly, overlapping and often duplicative reporting requirements, such as those associated with various United Nations reviews, including the Implementation Review Mechanism of the United Nations Convention against Corruption, have at times

overwhelmed planning and monitoring authorities. These developments have pointed to the need for an integrated framework of effective governance for sustainable development.

Concluding observations underlined the importance of (i) capacity building in all Africa, (ii) accession to APRM in line with the 2063 commitment; (iii) planning as a discipline and beyond box-ticking; and (iv) effective governance-focused evaluation.

## **Operationalizing the UN CEPA principles of effective governance for sustainable development**

The eleven principles of effective governance were developed by the Committee of experts on public administration with the aim to provide practical, expert guidance to interested countries in a broad range of governance challenges associated with implementation of the 2030 Agenda. Three principles focus on effectiveness: competence, sound policy-making and collaboration. Three more principles address accountability: integrity, transparency and independent oversight. Five principles focus on inclusiveness: leaving no one behind, non-discrimination, participation, subsidiarity and intergenerational equity.

There could be several entry points through which these principles could make headway in national development plans and strategies in Africa, thereby accelerating progress towards the implementation of 2030 Agenda and Agenda 2063.

One entry point is the overall institutional architecture of governance. In this regard, the principles could be helpful in managing the institutional excess issue. A surfeit of ministries dealing with the same or similar aspects of public administration can be observed in several parts of the world. For instance, various ministries of rural development, entrepreneurship, youth and sports, development and family and social development may all tackle youth empowerment. Such duplication can hamper productivity to the point where inefficiencies rise and costs soar. In this sense, it is as important to allow some institutions to expire as it is not to reinvent the wheel and consider repurposing institutional mechanisms as appropriate.

Addressing institutional silos and communication gaps, including between the national and subnational levels is critical. If same or similar institutions have similar purposes at the local level for instance, they should be able to effectively communicate with each other and cooperate to prevent administrative duplication and enhance synergies. Effective communication and collaboration, in this sense, are not about headcounts but about effective allocation of resources, skills and tools.

Second, the UN CEPA principles of effective governance for sustainable development could be incorporated in short, medium- and long-term development plans. Equally important is the integration of these principles into national budgets, sometimes backed up with constitutional requirements.

Third, mainstreaming the principles through promotion of participatory governance and community engagement is another possible entry point, for example through public service charters and public hearings. In South Africa's experience of moving from district-based empowerment to a one-plan-approach, one lesson learned is that it is important that the administrative and the political leadership converge in this process and that they both commit to a people-centred approaches.

Ecuador presents a good comparative example from the Latin American region. It has determined seven specific areas where the principles of effective governance can revitalize its governance machinery, processes and outputs: optimizing government structure in line with national realities and priorities; re-institutionalizing governance processes based on public consultation and in line with constitutional requirements; fighting corruption in an institutionalized manner; enabling state as one important, yet by no means the sole, agent of effective governance; promoting comprehensive and quality public service delivery;

leaving no one behind in public service delivery and institution-building; and digitizing services and promoting open government.

To support countries in operationalizing the institutional aspects of SDG 16 through concrete strategies, UN DESA is assisting CEPA with preparation of strategy guidance notes. To date, five such notes have been drafted (out of 62 commonly used strategies). They are about public sector workforce diversity under the principle of competence; budget transparency under the principle of transparency; and monitoring and evaluation, coherent policy-making and risk management frameworks, under the principle of sound policymaking. The expectation is that the draft guidance notes will be revised with input from specialized experts as well as national stakeholders.

The UN CEPA principles are not recipes, but helpful guidance. Their operationalisation can benefit from a variety of tools such as needs assessments and gap analyses focusing on thematic areas covered by the 2030 Agenda and Agenda 2063 or qualitative citizen reviews of public services and institutions, which can also be considered.

Several tools to harmonize the complementary implementation of both Agendas have been developed by the United Nations Economic Commission for Africa and the UNDP Regional Bureau for Africa. The Common Indicator Framework, Annual African Sustainable Development Report, African Regional Forum for Sustainable Development, Regional Coordination Mechanism are among them. The HLPF Voluntary National Reviews also provide an important channel for promoting accelerated action. Guidance on preparing for the VNRs could helpfully refer to the UN CEPA principles of effective governance going forward. Participants noted that additional effort could also be made by the UN system and regional actors to harmonize such tools.

The institutional aspects of SDG 16, which are covered by the CEPA principles under the threefold rubric of inclusiveness, accountability, and effectiveness, are relevant to the overall governance performance. These aspects are particularly relevant to Africa where progress towards SDG 16 is challenging for various reasons. African experiences in fighting corruption, and particularly illicit financial flows (IFFs), in promoting and maintaining sustainable development are a case in point. As apparent in Aspirations 3 and 4 of Agenda 2063 and SDG 16 of the 2030 Agenda, developing a framework for measuring IFFs and building local capacities to enable the identification, measurement and tracking of IFFs as well as the recovery of stolen assets is indispensable. This can strengthen domestic resource mobilization and economic governance across the region with important ripple effects on political stability and socioeconomic well-being.

The recent experience in Nigeria underscores the importance of the principles of effective governance for sustainable development required to address the enormous challenge of IFFs. To successfully eliminate IFF sources, certain principles were adopted and implemented consistently; and the principle of collaboration involving whole-of-government and whole-of-society approaches based on educating stakeholders, enabling policy frameworks and promoting collaboration among diverse parties to maximize synergies and improve efficiency.

Concluding observations underlined the importance of (i) enhancing inter-institutional communication and collaboration towards minimising duplication and optimising productivity; (ii) integrating the principles of effective governance in sustainable development policy-making through short-, medium- and long-term planning mechanisms; and (iii) bridging the divide between a developmental and democratic state, by linking autonomy and capabilities with innovation and adaptability.

## **SDG 16 monitoring and evaluation: an African perspective**

In addressing the question of SDG 16 monitoring and evaluation, workshop participants recalled that governance entails factors such as transparency, independent oversight, quality public service delivery, public consultation, local governance, trust and an environment conducive to business operations and investment. It presupposes people-public-private partnerships based on the collaborative ethos of co-creation of public services and co-design of public policies, which are then implemented, monitored and reviewed conjointly towards a shared vision for people and the planet as embodied in 2030 Agenda and Agenda 2063.

The Praia Group on Governance Statistics, which was created in March 2015 at the forty-sixth session of the United Nations Statistical Commission, has proposed that governance be measured through nine dimensions: human rights, participation, openness, access to and quality of justice, responsiveness, government effectiveness, absence of corruption, trust, and safety and security. The forthcoming Praia Handbook on Governance Statistics developed in collaboration with national statistical offices, will take stock of existing practices in data collection propose guidelines for improved production and compilation of official governance statistics.

Like the Praia Group, the AU Strategy for the Harmonization of Statistics in Africa (SHaSA), developed in 2009 by the African Union Commission in collaboration with the United Nations Economic Commission for Africa, the African Development Bank and members of the African Statistical System, has articulated a vision, objectives and initiatives, as well as a mechanism for implementing, monitoring and evaluating governance in Africa. SHaSa was revised in 2018 to respond to the changing needs of countries.

As these developments demonstrate, the African ecosystem of governance measurement is fertile. Since 2015, the national statistical offices of African countries have been increasingly active in creating governance data, as it relates to peace and security, access to justice, inclusive institutions and participation. Despite progress, several data-related challenges continue to hinder development of national statistical systems and processes in Africa.

Among the data-related challenges still plaguing Africa, are: lack of financial resources and human capital pertaining to data collection, analysis and dissemination; difficulties of collecting local data and reconciling it with national data; challenges associated with periodicity, coordination and comparability of data across space and through time; shortcomings related to the productive use of results and their mainstreaming into appropriate policies and impactful outcomes; predominance of quantitative methodologies over qualitative approaches even though the latter has merits depending on developmental questions at hand; difficulty of relying on averages in assessing country realities related to sustainable development, particularly with regard to the principle of leaving no one behind; and an overall low appreciation by the public of national statistics and household surveys.

African countries have responded to these challenges in various ways. Côte d'Ivoire has legislated the necessary frameworks to legitimize statistical work. Research institutes in South Africa have worked on contextualizing and localizing governance indicators including through innovative solutions based on non-official data sources such as the national human rights institutes and civil society. Senegal has conducted surveys on its national strategy of development. Cape Verde has emphasized the availability and relevance of open micro data for local users. Ghana has publicly disclosed its financial priorities matched with its SDG 16 commitments. Uganda has employed statisticians in its justice and law enforcement agencies to instil a "data culture" among policymakers.



APRM's indicators converge highly with the SDGs and with the principles of effective governance for sustainable development. The APRM developed approximately 98 Indicators in four thematic areas of economic, political, corporate and socio-economic governance and drawn from African datasets (Ghana Centre for Democratic Development, AUC, AfDB, ECA, Afro-barometer, Global Integrity, UNESCO, WHO, WB, MIF, etc.).

At the regional level, APRM's core guiding principles and focus areas in fostering good governance, specifically in the political, economic, corporate and socioeconomic development spheres, are thus utterly relevant. APRM's role in SDG 16 follow-up also involves a motivating character so that its Member States take into account the indicators associated with the SDGs and Agenda 2063. At the global level, VNRs are important monitoring and evaluation tools. They are most often the first source that one visits when trying to gauge the institutional progress of countries towards the achievement of the SDGs.

Audit recommendations can be a powerful tool to help governments improve SDG implementation. For audits to be effective, there is a need to make sure that performance indicators are well defined, measurable and easily comparable. Secondly, implementation timelines of different goals in the two Agendas need to be laid down to allow auditors to have a good benchmark on reporting the results of implementation of different goals. Thirdly, integration of SDG auditing into audit plans, particularly in the African Union, and through the adequate use and empowerment of state audit institutions, should take place.

The UN and AU can work with the auditing community and the AU can collaborate with AFROSAI and its subsidiary bodies to: develop guidelines on how simultaneous implementation of the two Agendas can be audited; agree on the approaches to be used; decide on critical factors of acceleration, e.g. audit of preparedness in early years, audit of institutional set up, and audit of implementation of various goals; provide training to auditors on how best to audit the two Agendas.

Baseline reporting requirements are important and are not necessarily clear to all countries. SDG reports by and through the cooperation of national statistical offices can be useful starting points. Several African countries have produced these reports. Many have presented their first VNRs and are working on subsequent presentations.

To coordinate and ensure that benchmarks set on SDG 16 are met, Sierra Leone, with support from UNDP, has developed a monitoring and evaluation framework that is used for the collection, analysis, management of relevant data. The process is also meant to build the capacity of sectoral governance actors in data collection and management. Implementation of Goal 16 in Sierra Leone has been carried out largely through a sector-wide approach coordinated by the Justice Sector Coordination Office in the Ministry of Justice, with other principal actors such as the Judiciary, the Anti-Corruption Commission, the Law Reform Commission, the Legal Aid Board, and the Financial Intelligence Unit.

Ghana has followed a multi-stakeholder approach to monitoring and evaluation based on the principles associated with inclusiveness. Civil society is represented in its institutional coordination and implementation structures such as the Implementation Coordinating Committee and the National Technical Committee. The Ghanaian CSO Platform has developed a strong partnership with the Ghana Federation of Disability Organisations and is working to ensure that people living with disabilities are integrated in SDG monitoring and review in Ghana.

Concluding observations underlined the importance of (i) integrating the UN CEPA principles into APRM processes through the joint development of a monitoring and evaluation tool for SDG 16 in Africa, which could potentially be launched at the 2020 African Union Summit; (ii) conducting qualitative citizen reviews of public services separate from and in addition to quantitative indices such as sustained citizen satisfaction surveys; (iii) using various UN reviews, such as the United Nations Convention against Corruption, together

with SDG 16 monitoring and evaluation so as not to overburden countries with overlapping reporting exigencies; (iv) drawing on non-official data sources such as the national human right reports and assessments; (v) creating space around contextualizing and localizing indicators such as those evaluating access to informal institutions of justice by g7+; and (vi) integrating auditing SDGs into audit plans, particularly in the African Union, and through the adequate use and empowerment of audit institutions.

### **Policy coherence and whole-of-society approaches to the SDGs**

Coherent policy-making based on multi-stakeholder partnerships and whole-of-society approaches is at the core both the 2030 Agenda and Agenda 2063. Horizontal and vertical integration and collaborative approaches to SDG implementation, however, are still not at desired levels.

Policy coherence can benefit from different degrees of informal and formal arrangements for engaging civil society and governments, depending on contextual factors. Horizontal and vertical integration are unequivocally important although the choice between centralized versus decentralized models of decision-making may require consideration. Other issues are the promotion of healthy cooperation among ministries, the ironing out of functional overlaps and establishment of adequate incentive mechanisms to channel efforts towards productivity.

Regarding policy coherence, the important role of inter-ministerial task forces, committees and commissions, in partnership with their societal partners, was stressed. Discussions centred on the need to review best practices from around the world. Namibia, for example, like many other African countries, involves parliament and civil society in the development of its national development strategy. Regarding whole-of-society approaches, the changing understanding of responsible leadership in multisectoral partnership arrangements was emphasized.

Inviting others into the circle and coming up with solutions to complex problems characterizes responsible leadership. Also defined as going beyond management and repudiating green/rainbow (SDG) washing, responsible leadership is immersed in inclusion and accountability. It is a determining force behind the development of visionary action plans for Africa while renouncing excessive influence by external forces. It is based on multisectoral partnerships that extend beyond civil society, government and business, including collaborative governance networks of philanthropy, academia and research institutes, youth, women and municipal associations, cooperatives, ethnic and professional associations, regional and hometown associations, trade and labour unions, migrant and diaspora associations, and faith-based institutions, among others.

Also put forth were the decisive weight of innovative and inclusive financing, including blended finance, guarantees and additionalities; and the energizing power of youth. One vibrant example of coherent and inclusive SDG financing and implementation comes from Mauritius where for purposes of whole-of-society approaches, the unifying understanding of *lame dan lame* (hand in hand) has inculcated a sense of unity, mutual respect and tolerance.

In Mauritius, each government agency has an SDG focal point to address the cross-cutting and integrated nature of the SDGs. In parallel, there is a private sector group, currently chaired by the AfrAsia Bank, which investigates the implementation of the SDGs. In addition, Mauritius has made effective use of technology to widen its reach to the entire population by creating a website that allows the public to provide suggestions to the annual budget-making process.

The link between planning and budgeting was stressed by many countries, including Senegal and Sierra Leone. In Africa, it is important that an understanding of leadership and consensus-building recognises multi-dimensional forms of poverty--based on not only income deficit but a comprehensive focus on

wellbeing. Côte d'Ivoire, for example, involves stakeholders at all levels, including the private sector, in the country's SDG planning and capacity development processes, which included the translation of the Goals into 40 local languages in addition to a wide-ranging SDG awareness campaign.

Concluding observations underlined the importance of (i) review of centralized structures and devolution of power; (ii) formation and strengthening of strategic centres in the government, and outside, including think-tanks; (iii) co-production models for effective engagement building on wide networks like the Africa Evidence Network; (iv) creation of an advisory matrix on how to achieve policy coherence; (v) promotion of leadership values and skills that repudiate "green/rainbow washing" in sustainability; (vi) visionary development plans for Africa without excessive influence by external forces; and (vii) the harnessing of the power of youth as future leaders.

### **SDG awareness-raising, training and research**

Dearth of sufficient knowledge on the SDGs has been a pervasive challenge in public administrations across the board. Adequate advocacy and outreach and proper training to impart the savoir-faire to promote the implementation and follow-up of SDGs have been applied in many parts of the world, albeit in ad hoc fashion. Identification of public officials and practitioners who can most benefit from training and the corresponding customisation of training modules have been subject to non-uniform practices from country to country and in different administrations within a given country.

From a general perspective, any training program should identify the target groups, determine the objectives, content and duration of the program and set the most appropriate teaching methods, given the available resources, intended impact, needs of the target audience, and national priorities. Building the capacity of local African institutions emphasizes the importance the SDGs to local institutions and communities. Therefore, localizing and contextualizing the SDGs and translating the principles into the language of the community, both literally and figuratively, are pivotal to the success of the long-term ends of awareness-raising and training initiatives.

In South Africa's Amathole District Municipality, for example, the Municipal Turnaround Strategy to drive sustainability, growth, equity and resilience has been preceded by a full-fledged public awareness and public sector training. Engagement with the institutions of higher learning, including Nelson Mandela University, and with regional and national-level governance mechanisms has been put at the centre of the initiatives together with an emphasis on customization of the principles and goals to the local milieu and their integration into citizens' daily lives. Big data based on social media platforms could be a useful tool for trend analysis and in shaping SDG awareness raising and training activities.

Prioritization in development policy and SDG training are highly interdependent. Djibouti, for instance, has followed a centralized approach to SDG training by creating the Centre de Formation des Enseignants de l'Enseignement Fondamental in 2016. As an educational and vocational training institution for national trainers, the Centre develops and updates training curricula each year in line with the national master plan of development (2010-2019) and through the implementation of a system for collecting and processing the needs/expectations of the various actors involved in education. It examines the results through the platform of Objective Scan integration in collaboration with the Ministry of National Education and Professional Training.

In Egypt, a sectoral approach was followed to prioritize sustainable food and agriculture, deemed to be critical to the achievement of the full set of SDGs. Several training and awareness raising initiatives were built around drawing synergies among the relevant indicators by the Food and Agriculture Organisation, including those under SDG 2 on eradicating hunger, SDG 1 on the elimination of poverty, SDG 8 on decent work and economic growth, SDG 9 on industrial innovation and inclusive infrastructure, SDG 12 on

sustainable consumption and production, and SDG 16 on peace, justice and strong institutions. For its delivery methods, Egypt has followed an innovative approach of segmenting its localities in terms of their most immediate needs versus the expected benefits of training.

Sierra Leone has adopted a targeted focus to SDG awareness raising and training, in line with its most immediate and long-term goals peace, security and post-conflict reconciliation. It has established the Peace and Conflict Studies Programme at the University of Sierra Leone based on the need to train security and justice sector actors, including ex-combatants, on post-war reconstruction and peacebuilding with strong focus on gender and post-conflict rehabilitation.

Sierra Leone has also adopted an intergenerational approach to SDG 16 awareness raising instituting the Peace Clubs in schools, targeting children from an early age on the need to promote peaceful coexistence in their schools and communities. Regulations were promulgated as a way of providing guidelines to Magistrates and Judges across the country in the granting or refusal of bail to accused persons. To raise awareness on its application, Magistrates, Judges and communities across Sierra Leone have benefited from a nation-wide sensitisation and training programme.

Another key milestone in SDG 16 awareness and training in Sierra Leone was through the establishment and operationalisation of the Legal Aid Board through the Legal Aid Act 2012. The Board is mandated to provide legal advice and representation and legal education to its target groups. The Board uses Alternative Dispute Resolution mechanism to resolve conflicts, and since its operationalisation in May 2015, a total of 215,000 less privileged and vulnerable persons have benefitted from legal representation, advice and education. About 14% of them was female, and 19%, children.

African universities are also active agents of SDG awareness-raising and training in addition to conducting research on issues related to national development programs and plans. There is a lot of progress to be made still on all these grounds, however. Funding is a serious challenge, for instance. Agenda 2063 targets 1% of GDP going towards research and development. In Kenya, this amount is 0.79%.

Second, in Africa, most funding is externally sourced. Since funding sources determine in large part research focus areas, the latter's relevance to national sustainable development, as reflected in the 2030 Agenda and Agenda 2063, is not as strong as one would have liked. National governments must thus review their research and development allocations. A rise in GDP could also result in improvement of SDG indicators, including those pertaining to research and development; thereby increasing the scope and focus of research agendas as they relate to national sustainable development.

Third, there is the challenge of transforming research outputs into intellectual property, which can then be commercialised in the form of useful products and services. This virtuous cycle, in turn, feeds into business development and employment. One illustrative example comes from the comparative patent grants in Kenya (population 50 million) versus in Malaysia (population 31 million) in the period of 2010-2018. 60 resident patents were granted in the former, while the equivalent number was 3042, in the latter. The promotion and promulgation of science technology policies and platforms, in this regard, is essential.

Fourth, although there are some strong research and capacity building networks across the continent such as RUFORUM (agriculture), CARTA (social sciences) and the Newly formed African Research Universities Alliances, collaboration among African universities and research universities stays low. For instance, most conferences take place outside the continent. Students and researchers still face serious hurdles of mobility when accessing these meetings and networking events. Integrated databases at continental level can act as antidotes to the persisting challenge of lack of inter-university collaboration and gaps between the science and policy interfaces.

Concluding observations underlined the importance of (i) improving capacity building through public-private-people partnerships and public engagement at the community level; (ii) creating one-stop-shops that provide seamless services to citizens by an efficient and inclusive public sector workforce trained in SDGs; (iii) being deliberate in identifying value creation and sustaining its appropriation through the localisation of SDGs; (iv) building quality databases, including at continental level, housed by the APRM, for example, the APRM setting up an Africa governance hub to house data to ensure that research contributes to products and services that directly feed into sustainable and equitable growth.

## Concluding session

The workshop concluded with closing statements by H.E. Senzo Mchunu, Minister of Public Service and Administration, South Africa; H.E. Oumar Defallah Khayar, APRM Minister of Chad and Chairperson of APRM Focal Points; Maria-Francesca Spatolisano, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, United Nations Department of Economic and Social Affairs and Geraldine Fraser-Moleketi, Chancellor of Nelson Mandela University and Chair of United Nations Committee of Experts on Public Administration.

Concluding remarks emphasized that there is no one perfect institutional model. Nor is there a clearly delineated endpoint in building strong institutions. International and regional institutions have a significant role to play in supporting governments in their efforts to achieve governance and development outcomes, *inter alia* by promoting:

- inter-institutional communication and collaboration based on carefully crafted incentive mechanisms as well as the normative value of leaving no one behind;
- multisectoral partnerships, whole-of-society approaches, and horizontal and vertical integration for sound policymaking;
- harmonisation of regional mechanisms of cooperation and toolboxes of instruments, policies and strategies, and their reporting requirements;
- innovations and adaptability based on open government, transparency and willingness to take calculated risks based on data and data science;
- research and training for data-driven development models and adequate combination of formal / quantitative and informal / qualitative approaches to measuring, monitoring and evaluating progress towards the achievement of sustainable development objectives;
- innovative financing for development that goes beyond official development assistance, along with responsible leadership based on efficiency, equity and multisectoral partnerships.

The workshop concluded with follow-up actions to build the capacities of participants and the African states. Among them were proposals to:

- create facts sheets of what is working and what is not towards enabling countries to effectively use regional governance instruments (like the APRM);
- encourage the APRM, working together with the African Governance Architecture platform and with UN DESA, to produce a baseline study focusing on (a) the status of the UN CEPA principles

across the African continent; (b) best practices to be highlighted and promoted; and (c) gaps and challenges in addition to specific recommendations;

- develop an SDG16 monitoring and evaluation tool, which could potentially be launched at the 2020/2021 African Union Summit;
- build on the productive synergies forged at the workshop between UN DESA and the AU/APRM to support countries in responding to the obstacles that hinder public institutions from fully applying the UN CEPA principles of effective governance for sustainable development.

The UN CEPA principles framework is not a recipe but a guide for building effective, accountable and inclusive institutions at all levels. The workshop concluded with further notes on capacity development and engagement of regional and national actors in the operationalisation the principles and their inclusion in global development platforms and processes such as the Voluntary National Reviews of the UN HLPF.

## Annex

### **African Regional Workshop on Effective Governance for Sustainable Development: Putting Principles into Practice**

Promoting the principles of effective governance for sustainable development developed by the UN Committee of Experts on Public Administration, endorsed by the UN Economic and Social Council

Pretoria, South Africa, 30 October – 1 November 2019

## **Programme**

### **Wednesday, 30 October 2019**

9:00-9:30 Registration

9:30-10:00 **Opening**

Ms. Maria-Francesca Spatolisano, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, UN DESA

Mr. Eddy Maloka, Chair Africa Governance Architecture and Chief Executive Officer, APRM

H.E. Amb. Oumar Defallah Khayar, APRM Minister of Chad and Chairperson of APRM Focal Points

Mr. Richard Levin, Director General, Ministry of Public Service and Administration, South Africa

10:00-11:00 **Session 1: Aligning institution-building efforts related to the 2030 Agenda and Agenda 2063**

Guiding questions:

- To what extent have the AU organs, led by the African Union Commission, developed a proper institutional framework for the implementation of Agenda 2063 and the SDGs?
- Given the congruence of both Agenda 2063 and the 2030 Agenda, what are the prospects and best practices for alignment of both Agendas in African Union Member States?
- What is the role of the APRM in strengthening institutional coherence for the attainment of SDGs at the national and continental levels?
- How do existing institutional mechanisms contribute to harmonizing groups?

Mr. Khabele Matlosa, Director of Political Affairs, African Governance Architecture Secretariat

Mr. Allan Mukungu, Officer-in-Charge, Economic Governance and Public Finance Section, Macroeconomics and Governance Division, United Nations Economic Commission for Africa

Ms. Kefiloe Masiteng, Deputy Secretary of National Planning, Department of National Planning, Monitoring and Evaluation, South Africa

**Moderator:** Mr. Osten Chulu, SDGs & Agenda 2063 Expert, APRM Secretariat

11:15-12:45 **Session 2: Applying UN CEPA principles of effective governance for sustainable development to the challenges of building strong institutions**

Guiding questions:

- Do national and subnational institutions have a common understanding of the basic principles that underlie effective governance for sustainable development?
- Are some of these principles already reflected in institution-building efforts at the national and subnational levels?
- What key actions could be taken by governments to advance in building effective, accountable and inclusive institutions for implementation of the SDGs at all levels?
- Are institutions prepared to consider critical challenges such as those associated with human well-being and capabilities, sustainable and just economies, sustainable foods systems and nutrition patterns, energy decarbonization with universal access to energy, sustainable urban/periurban development and securing the global environmental commons?
- Could the principles of effective governance be used as a framework to inspire all stakeholders to work together towards the deep transformative changes needed to achieve the SDGs?

**Speakers:**

Mr. Ali Hamsa, Board of Directors, Commonwealth Association of Public Administration and Management and member of United Nations Committee of Experts on Public Administration

Ms. Margarita Rodriguez, Under-Secretary-General of Governmental Management, Ecuador

Mr. Richard Levin, Director General, Ministry of Public Service and Administration, South Africa

Mr. Daniel Nyakundi Osiemo, Acting Chief Executive Officer, NEPAD/APRM Secretariat, Kenya

**Moderator:** Ms. Geraldine Fraser-Moleketi, Chancellor of Nelson Mandela University and Chair of United Nations Committee of Experts on Public Administration

14:15-15:45 **Session 3: From principles to practice in building strong institutions for the SDGs**

Guiding questions:

- What methods and approaches do countries typically use to assess institutional capacities for effective governance?
- What kind of analytical work and evidence generation would be most helpful to countries in building strong institutions to achieve the SDGs and related objectives?
- Could technical guidelines and assessment tools presented during the session be helpful to national practitioners? How could they be improved?
- What opportunities exist to further engage UN organizations, regional organizations and professional and academic communities in supporting and sharing knowledge with governance practitioners in Africa?

**Speakers:**

Mr. Patrick Spearing, Secretary of the Committee of Expert on Public Administration, United Nations Department of Economic and Social Affairs



Mr. Allan Mukungu, Officer in Charge, Macroeconomic and Governance Division, United Nations Economic Commission for Africa - Remarks

Mr. Ayodele Odusola, Resident Representative, United Nations Development Programme

**Moderator:** Ms. Nardos Bekele-Thomas, United Nations Resident Coordinator in South Africa

16:00-17:30 **Session 4: SDG 16 monitoring and evaluation: an African perspective**

Guiding questions:

- What is the state of implementation of SDG 16 in Africa?
- To what extent are African countries reporting on SDG 16 indicators?
- What role do different African Union organs play in enhancing monitoring and reporting on SDG 16 and Aspirations 3 and 4 of Agenda 2063?
- What are the main criteria to consider in developing a tool for monitoring and evaluation of institutional aspects of SDG 16?

**Speakers:**

Mr. Jean Adou, National Reporting Framework on SDG 16 / Aspirations 3 and 4 of Agenda 2063, APRM

Ms. Maureen Bakunzi, Acting Commissioner, Policy Implementation and Coordination, Office of the Prime Minister, Uganda

Ms. Beauty Narteh, Executive Director, Ghana Anti-Corruption Coalition

**Moderator:** Ms. Sara Tafiq Hamouda, SDGs and Agenda 2063 Expert, African Peer Review Mechanism

**Thursday, 31 October 2019**

09:00-10:30 **Session 5: Data and statistics**

Guiding questions:

- How can the Praia Handbook on Governance Statistics support implementation of the 2030 Agenda and Agenda 2063?
- What are the advantages of SHaSA and are there areas for improvement?
- What are the prospects for disaggregation of governance statistics and indicators at national and subnational levels?
- Could a continental legal framework or policy help to address data security and privacy concerns associated with administrative data?
- How can national statistics offices collaborate with civil society and other stakeholders to diversify data sources and with data scientists to innovate methods?

**Speakers:**

Mrs. Nereida Moreira, Praia City Group on Governance Statistics, National Statistics Institute, Cabo Verde

Ms. Rosine Gnanazan Agnero, Coordinator, National Statistics Institute, Côte d'Ivoire

Ms. Selamawit Mussie, SDG Policy Officer, Economic Affairs Department, African Union Commission

**Moderator:** Mr. Risenga Maluleke, Statistician General of South Africa

10:45-12:15 **Session 6: Linking the UN CEPA principles to governance indicators**

Guiding Questions:

- Do international indices give a sufficient picture of institutional capacity for implementation of the SDGs in Africa, taking into account national realities and priorities?
- Do governments and civil society stakeholders have an adequate analytical basis for assessing the impact of specific governance improvements on implementation of the SDGs and Agenda 2063?
- How could a set of indicators associated with each of the 11 principles of effective governance help governments and other stakeholders identify solutions to institutional challenges?
- Which indicators do governments currently use to monitor reforms in these areas?
- Have any of these indicators proven to be especially helpful in monitoring commitments to building strong institutions at the national and subnational levels??

**Speakers:**

Ms. Winniefred Akoto-Sampong, Principal Programme Officer, Secretariat of APRM Governing Council, Ghana

Mr. Lusanda Batala, Senior Sector Expert, Department of Planning, Monitoring and Evaluation, South Africa

Ms. Wendy Willy Massoy, Deputy Auditor General (National Accounts), Tanzania

**Moderator:** Mr. Ali Hamsa, Board of Directors, Commonwealth Association of Public Administration and Management and member of United Nations Committee of Experts on Public Administration

13:45-15:15 **Session 7: Sound policymaking: institutional arrangements and tools for promoting policy coherence**

Guiding questions:

- How does the overall institutional framework incorporate different actors such as key line ministries, subnational and local levels of government, parliament, human rights institutions, civil society organizations and the private sector? What are their respective roles?
- What is the involvement of levels of government, including the highest level of government, in the institutional framework?
- How does the institutional framework operate? How does it ensure that the three dimensions of sustainable development are integrated, and that duplication of work is avoided?
- What good practice lessons are there from Africa and around the world to improve institutional structures to be able to effectively deliver the SDGs?

**Speakers:**

Ms. Harsha Dayal, Research Director, Department of Planning, Monitoring and Evaluation, South Africa

Mr. Yves Akre, Technical Adviser on SDGs, Ministry of Planning and Development, Côte d'Ivoire

Mr. Lineekela Josephat Mboti, Deputy Permanent Secretary for Multilateral Relations and Cooperation, Ministry of International Relations and Cooperation, Namibia

**Moderator:** Ms. Lindiwe Khumalo, Advisor on Strategic Relations with AU Policy Organs and Agencies, Bureau of the Chairperson, African Union Commission

### 13:45-15:15 **Session 8: Collaboration and whole-of-society approaches to the SDGs**

Guiding questions:

- What mechanisms and platforms exist that bring all stakeholders together to contribute to the 2030 Agenda and Agenda 2063?
- How are all sectors and levels of Government engaged in the implementation of the 2030 Agenda and Agenda 2063?
- How is Parliament involved?

#### **Speakers:**

Mr. Bernard Rey, Head of Cooperation, European Union Delegation to South Africa

Ms. Prateema Kutwoaroo, Senior Analyst, Ministry of Foreign Affairs, Regional Integration and International Trade, Mauritius

Mr. Derick De Jongh, Director, Albert Luthuli Centre for Responsible Leadership, University of Pretoria

**Moderator:** Mr. Ayodole Odusola, Resident Representative, UNDP South Africa

### **Friday, 1 November 2019**

### 13:45-15:15 **Session 9: SDG awareness-raising and training**

Guiding questions:

- What are the main approaches to mainstreaming SDG awareness-raising and training in the curricula of schools and institutes of public administration?
- Are there certain skills and competencies for example in ecosystem management, science-policy interface data analytics or others, that should be prioritized in national or regional training initiatives?
- Can information and communication technologies including online and mobile education extend the scope and breadth of SDG awareness-raising and training in the public sector?
- How do SDG awareness-raising and training fare in crisis and post-conflict contexts?

#### **Speakers:**

Ambassador, Mr. Khaled Shamaa, Head, International Office, Ministry of Planning, Monitoring and Administrative Reform and Chair, Governance Inter-Ministerial Committee - Case Study, Egypt

Mr. Shahid M. Korjie, Acting Coordinator, Justice Sector Coordination Office, Ministry of Justice, Sierra Leone Remarks

Ms. Akhona Tinta, Director for Strategic Planning and Management, Amathole District Municipality, South Africa

**Moderator:** Ms. Kadra Hassan Osman, Head of APRM National Secretariat, Ministry of Foreign Affairs, Djibouti

13:45-15:15 **Session 10: Connecting research agendas to country needs**

Guiding questions:

- How can institutional aspects of Agenda 2063 and the 2030 Agenda be integrated into national and subnational research agendas?
- Are there certain issue areas, such as water, sanitation and hygiene, energy, climate change or migration, where research into institutional aspects of sustainable development could be most immediately useful?
- How can African universities and research institutes better network to make sure that science, technology and innovation in the public sector serves those left furthest behind?
- How can universities better support social impact, entrepreneurship and innovation? Are there certain legal and policy frameworks that can help?

**Speakers:**

Mr. Madara Ogot, Deputy Vice-Chancellor, Research, Innovation and Enterprise, University of Nairobi

Mr. Aregbeshola Rafiu Adewale, Department of Business Management, University of South Africa

**Moderator:** Ms. Erin McCandless, Associate Professor, Wits School of Governance, University of the Witwatersrand

13:45-15:15 **Closing**

H.E. Mr. Senzo Mchunu, Minister of Public Service and Administration, South Africa

H.E. Amb. Oumar Defallah Khayar, APRM Minister of Chad and Chairperson of APRM Focal Points

Ms. Maria-Francesca Spatolisano, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, United Nations Department of Economic and Social Affairs

Ms. Geraldine Fraser-Moleketi, Chancellor of Nelson Mandela University and Chair of United Nations Committee of Experts on Public Administration

**Facilitator:** Mr. Eddy Maloka, Chair Africa Governance Architecture and Chief Executive Officer, APRM