



APRM
African Peer Review
Mechanism



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Forging 'Leave No One Behind' Principle in Africa: Perspectives of Female Executives on Social Equity

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16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



The 2030 SDG Agenda

The 2030 Agenda includes:

- A **Declaration**, in which Member States set out their vision, shared principles and commitments, and a call for action to change our world
- 17 **Sustainable Development Goals** and 169 accompanying targets
- Provisions for **follow up and review** at global, regional and national levels
- Means of **implementation** and global partnership

- Universality
- **Leaving No One Behind**
- Interconnectedness and Indivisibility
- Inclusiveness
- Multi-stakeholder Partnerships

LEAVE NO ONE BEHIND IN AGENDA 2030

The commitment to Leave No One Behind is affirmed many times in Agenda 2030, including this pledge:

'We are resolved to free the human race from the tyranny of poverty and want, and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind'.

Transforming our world: the 2030 Agenda for Sustainable Development

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What is social equity and why it matters for LNOB?

- Leave No One Behind (LNOB), a core principle of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs), is a commitment by UN member states “to eradicate poverty in all its forms, end discrimination and exclusion and reduce the inequalities and vulnerabilities”.
- The United Nations Committee of Experts of Public Administration endorsed LNOB as a key principle for effective governance for sustainable development, aligning it with the goals of Agenda 2063.
- Social equity emerged as a crucial strategy for achieving LNOB at the national level, particularly in areas like gender equality (SDG5).

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What is social equity and why it matters for LNOB?

- LNOB addresses inequity both vertically, amongst individuals and households, and horizontally, through group-based discrimination
- This principle focuses on reaching those furthest behind across the SDGs, including ending extreme poverty (SDG #1), reducing inequalities (SDG #10), ending group-based discrimination and advancing good governance practice (SDG #16).
- LNOB, with social equity at its core, includes not only reducing disparities across income and wealth but also increasing access to basic services such as education, health, clean water and social protection programs.



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Social equity

- Social equity is about ensuring that all individuals have equal opportunities to participate fully in the political and cultural life of a community. This includes guaranteeing access to rights, services and protections, as well as ensuring the fair distribution of public services.
- It ensures that every individual has the same (equal) opportunities for well-being and access to public goods and social services.
- It contributes to the overall social inclusion and cohesion of society by creating an environment of participation and access to decision making.



Status social inclusion

01

Social exclusion remains predominant SDGCA report 2021.

02

Poverty remains an Africa Phenomena (464m below USD 1.25).

03

Rural poverty in SSA stands at 46%, compared to 20% for urban poverty. Even education levels matter (39% no education vs 9% tertiary)

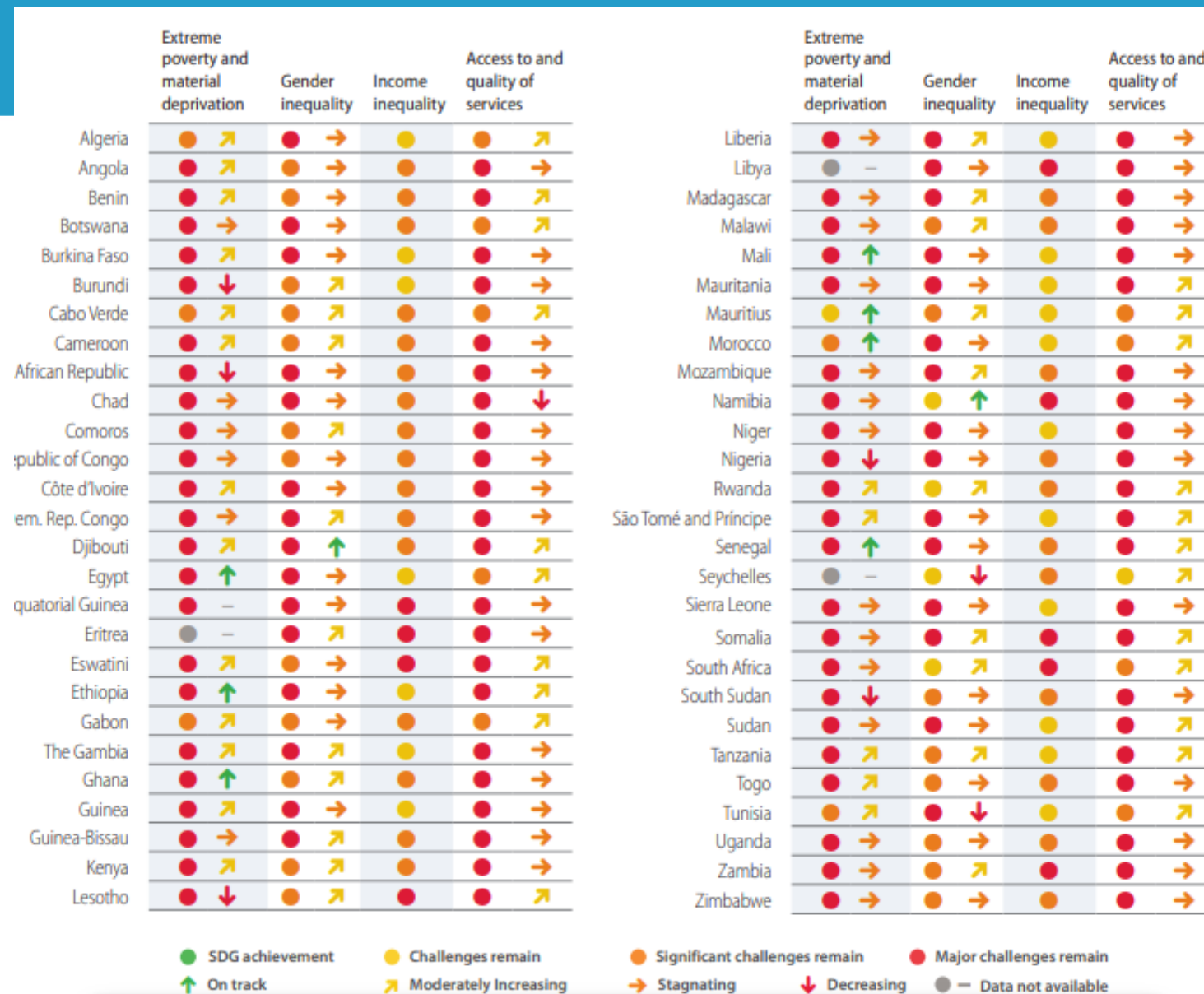
04

Nearly half of its economies having a Gini coefficient above 40

05

The multidimensional poverty rate is found in Sub-Saharan Africa, 52.6 percent

Leave No One Behind Status in AFRICA



- LNOB Index brings out inequalities in access and outcomes that may be hidden by the average values that dominate the overall SDG Index.
- All African countries are currently struggling to leave no one behind.
- Stagnation still emerges as the dominant trend (51%)



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LNOB Regional Dashboard and trends

	Extreme poverty and material deprivation		Gender inequality		Income inequality	Access to and quality of services	
North	●	↗	●	↗	●	●	↗
Central	●	→	●	↗	●	●	→
Southern	●	→	●	↗	●	●	→
East	●	→	●	↗	●	●	→
West	●	→	●	→	●	●	→

● SDG achievement

↑ On track

● Challenges remain

↗ Moderately Increasing

● Significant challenges remain

→ Stagnating

● Major challenges remain

↓ Decreasing

Source: Authors' analysis

The Index further highlights several critical challenges that are relevant to the toolkit and warrant careful consideration in the context of LNOB implementation

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The Leave No One Behind Index from the Africa 2020 SDG Index and Dashboard highlights that stagnation remains the dominant trend across the continent .

Figure 1

Challenges of Leave No One Behind



Challenges of Leave No One Behind...

- These challenges offer valuable insights into the barriers faced by African countries in achieving the Sustainable Development Goals and emphasize the importance of targeted strategies for addressing gaps in social equity and inclusion.



E



Initiated toolkit on Social Equity: Objectives and Assumptions

- The African Peer Review Mechanism, a self-monitoring governance mechanism, has incorporated aspects of Leave No One Behind (LNOB) into its governance review process.
- This is evident in the APRM base questionnaire, which includes elements on socio-economic governance policies and disaster preparedness – both crucial aspects of achieving LNOB. Guided by its mandate to support African countries in monitoring progress towards the 2030 Agenda and Agenda 2063
- APRM in collaboration with the National Institute of Governance and Sustainable Development (NIGSD) and other experts, developed a toolkit on social equity designed to enhance monitoring of this strategy in Africa.

The Toolkit

- The toolkit consists of a set of questions that African agencies are encouraged to tailor according, to their contexts and needs to optimize outcomes while implementing state-oriented developmental goals and trajectories.
- The questions included in the LNOB toolkit are informed by a literature review (including DESA note on LNOB), primary data sources through interviews, consultations and surveys alongside the five thematic areas of the APRM: democracy and political governance, economic governance and management, corporate governance, broad social sustained economic development and state resilience to shocks and disasters.

Validation Process for the Social Equity Toolkit



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Findings of the Social Equity toolkit

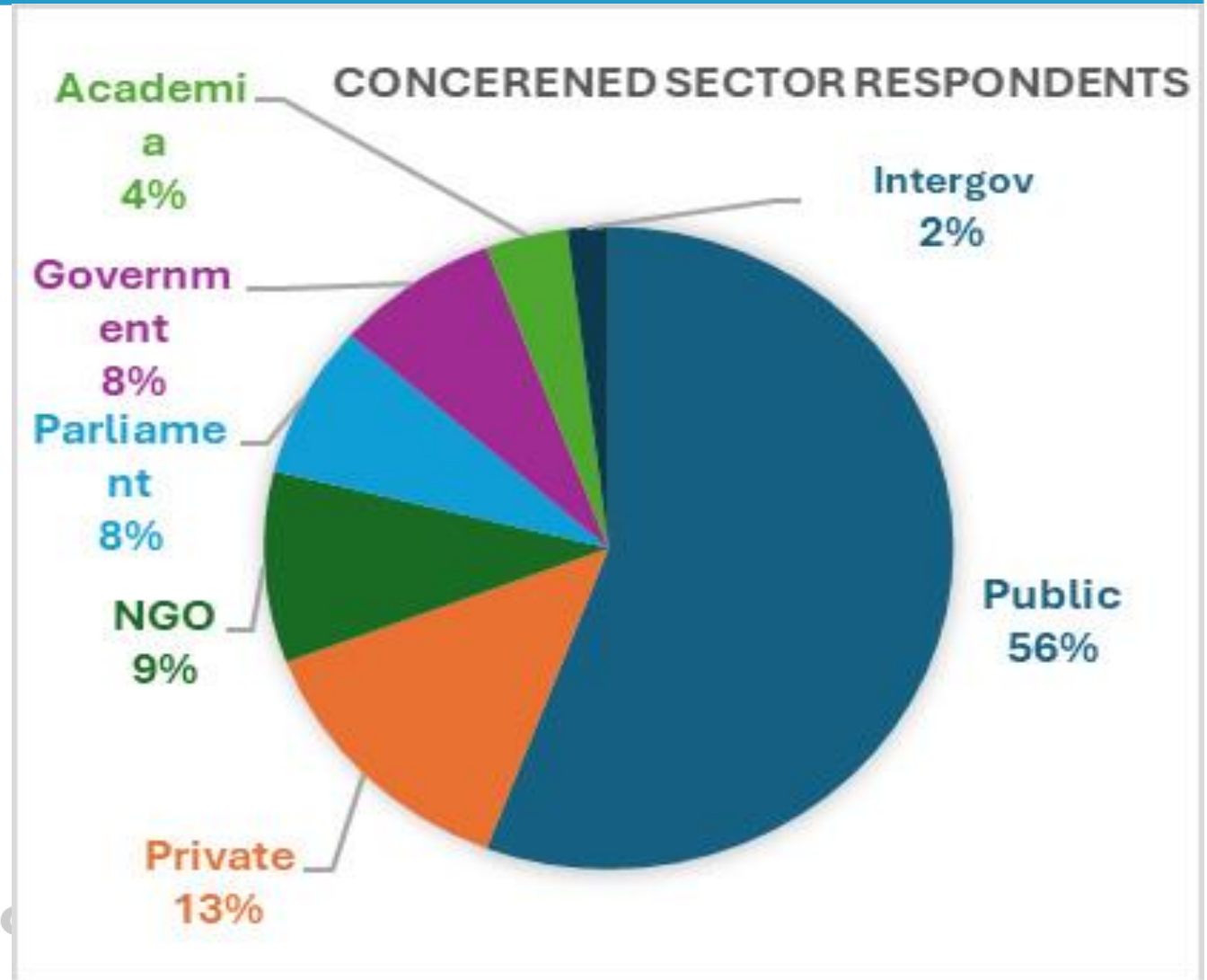
The validation of the toolkit took place in different continental forums, including the African Association for Public Administration Conference (AAPAM) in Cape Town December 2022 and the African Women Leadership program (Virtually in 2023 (AWLP3) and (AWLP5) in Cairo March 2024. The following results emerged:

- The purposive sample of fifty five African female executives from seventeen African countries was selected for the toolkit validation.

Country	Count
Tanzania	7
Zambia	7
South Sudan	6
Egypt	6
Kenya	4
South Africa	4
Uganda	3
Sudan	3
Cameroon	3
Botswana	3
Equatorial Guinea	2
Zimbabwe	2
Sierra Leone	1
Lesotho	1
Chad	1
Namibia	1
Senegal	1
Grand Total	55

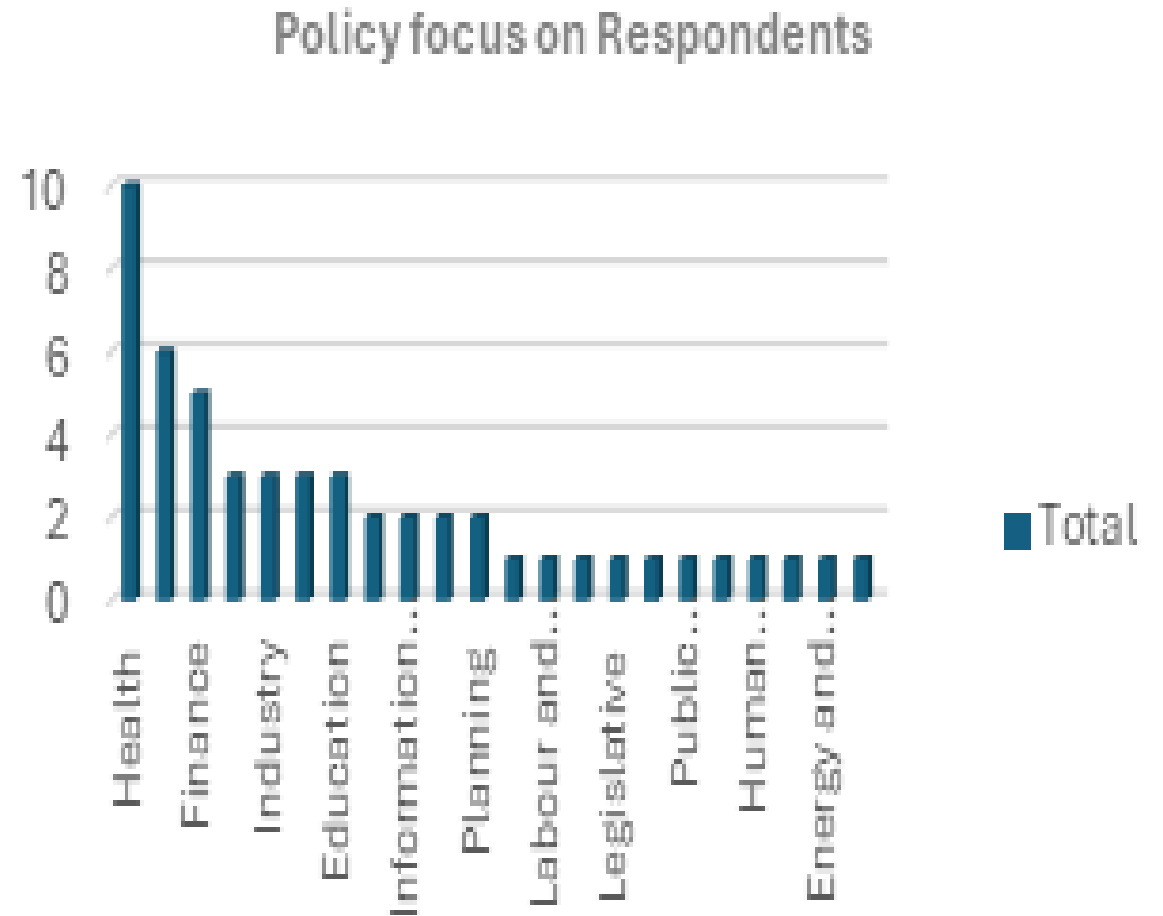
Findings of the Social Equity toolkit

- The female respondents have diverse professional backgrounds



Findings of the Social Equity toolkit

- Most of the respondents to the toolkit are also working for various important sectors



The responses can be categorized according to the following:

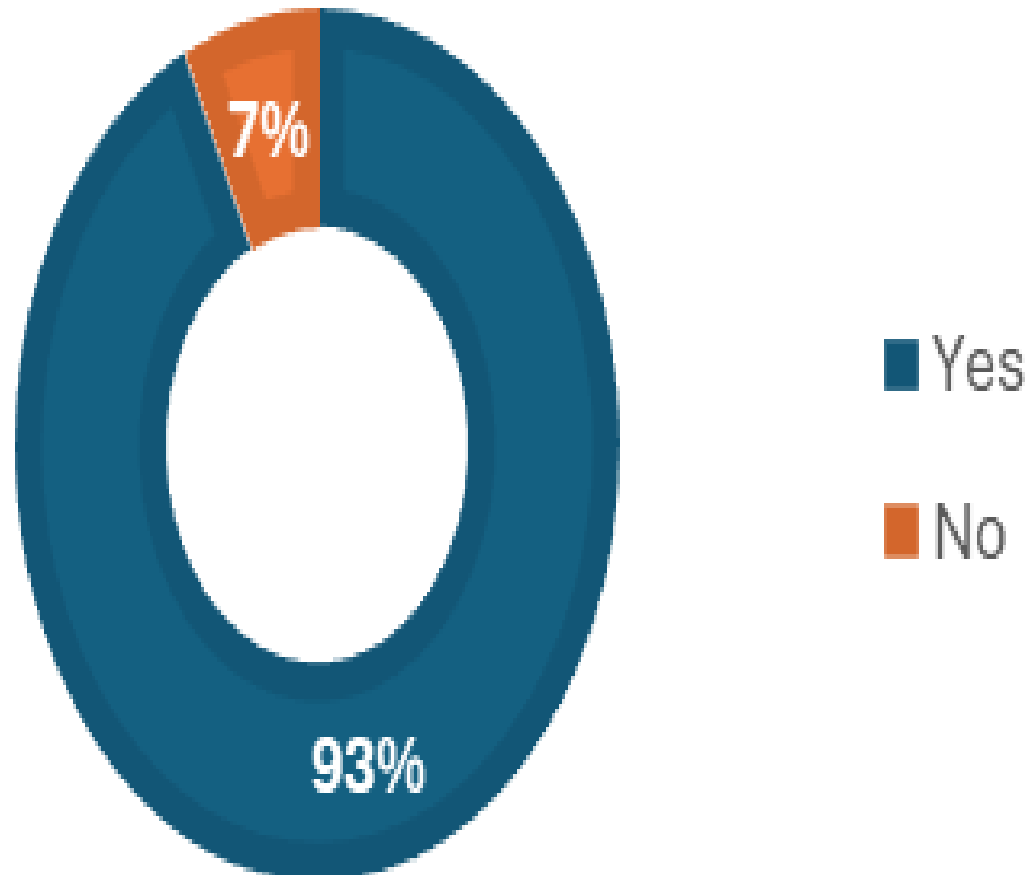
- Inclusive Policy and Legislative Frameworks
- Access to Healthcare and Services
- Training and Capacity Building
- Economic and Social Empowerment
- Inclusive Participation and Engagement
- Monitoring, Accountability, and Impact Assessment
- Public Engagement and Representation
- ▶ Gender mainstreaming policies and affirmative actions
- ▶ Health and Well-being
- ▶ Education and Capacity Building
- ▶ Economic Empowerment, environmental and sustainability programs



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Application of LNOB at national level

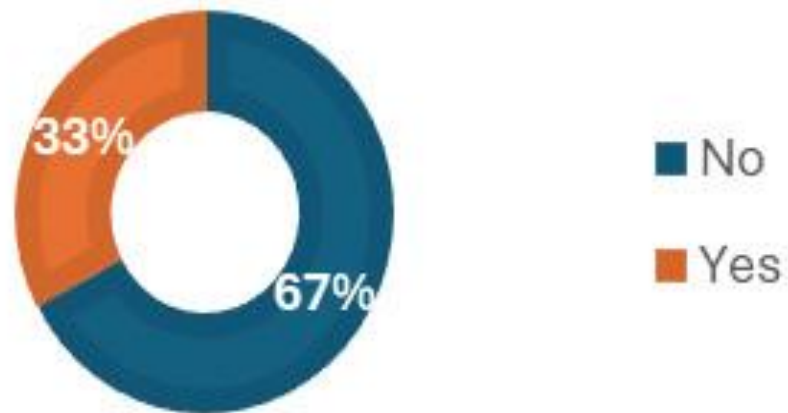
DOES YOUR COUNTRY CONSIDER LNOB PRINCIPLE IN
POLICY FORMULATION



- **African countries such as Egypt, Tanzania, Zambia, Kenya, Botswana and South Africa incorporated LNOB through the formulation of inclusive policies.**

Successful initiatives for promoting social equity

LEVEL OF PARTICIPATION IN
LNOB TRAINING BY NATIONAL OR
CONTINENTAL ORGAN



'Are there any legal frameworks to support social equity
mainstreaming by which your organization is guided?'



No

Social Equity in Policy Formation

- • Social equity ensures fair distribution of public services and equal access to rights and opportunities.
- • Policies must promote fairness in education, healthcare, and social protection.
- • Example: Kenya and South Africa's gender equality and social inclusion strategies have strengthened legal frameworks.

Gender Lessons

- **1. Gender Mainstreaming & Affirmative Action**
 - - Policies for Equity: Countries have developed robust policies on gender, social inclusion, and equity, establishing legal frameworks for promoting equality across sectors.
 - - Institutionalization: Gender Mainstreaming Committees in ministries globally ensure gender equity in public sector decisions.
- **2. Case Study: Uganda's Affirmative Action**
 - - Political Representation: Uganda's 34% women representation in Parliament ensures gender inclusivity, with District Women Representatives and reserved seats.
- **3. Economic Empowerment Initiatives**
 - - Inclusive Procurement: Reserved procurement for marginalized groups, promoting access to economic opportunities.
- **4. Addressing Gender-Based Violence (GBV)**
 - - Legislation: Strong GBV laws (South Africa, Kenya, Uganda, Nigeria) protect vulnerable groups.
 - - Awareness Campaigns: Collaborative awareness efforts are reducing societal acceptance of GBV.

Key Observations - selected

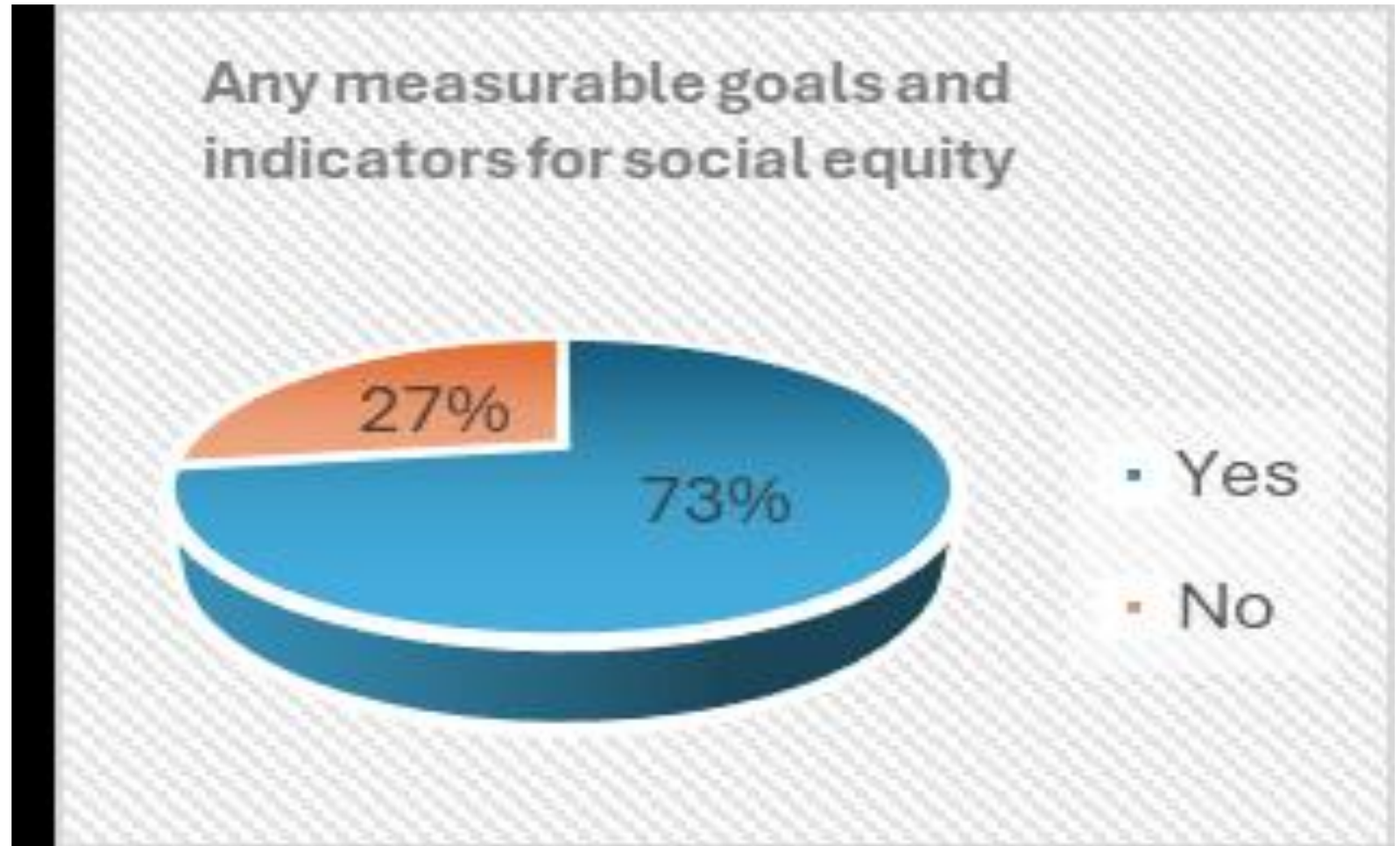


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Successful initiatives for promoting social equity

Public
Administration
and Policy

Cultural and
Community
Initiatives



Economic Empowerment

- • Focus on empowering women and youth through targeted interventions, including leadership and entrepreneurship programs.
- • Example: Namibia and Zimbabwe's economic programs for women entrepreneurs aim at reducing inequalities.
- • Redistribution of resources through programs like SAGE in Uganda stimulates local economies and reduces poverty.

Case Study: Uganda's Senior Citizens Grant (SAGE)

- • SAGE provides bimonthly cash grants to elderly citizens above 80 (60 in some areas).
- • Reduced poverty and improved living standards for the elderly and marginalized populations.
- • Stimulated local economies through increased household spending.

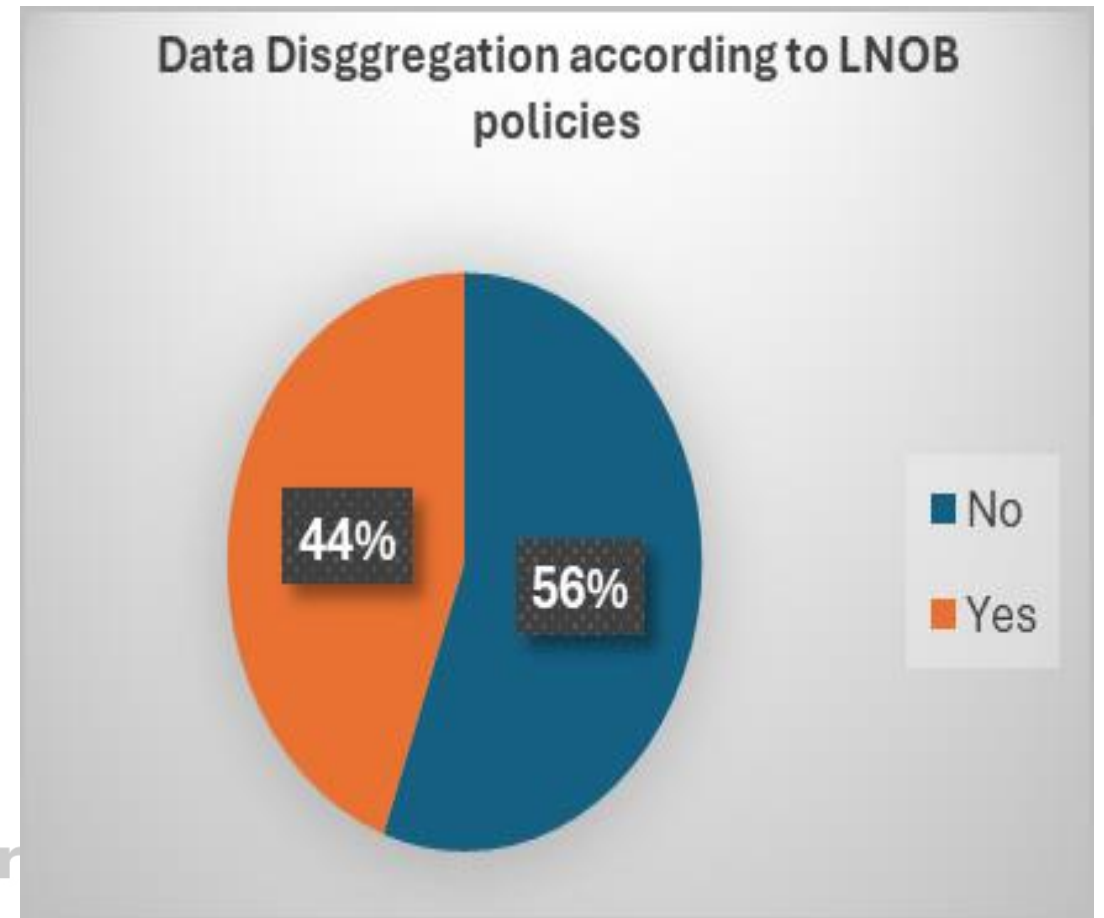
Inclusive Participation and Engagement

- • LNOB encourages inclusive participation across governance and service delivery processes.
- • Multisectoral collaboration involving CSOs, government, and private sector ensures broader representation.
- • Intergenerational dialogue and community participation ensure marginalized voices are heard.

Key challenges to the Leave No One Behind principle in the African context

- Resources (Financial and Human)
- Data availability
- Infrastructure and connectivity
- Participation, Engagement and awareness
- Mindset and Behavioural Challenges
- Legislative, Policy and Institutional weakness

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Conclusion

- Through the lens of LNOB promoting social equity is critical for achieving sustainable development in Africa as it contributes to improved economic growth, increased social cohesion, and enhanced environmental sustainability.
- This toolkit is an initial effort by African experts to enhance LNOB/Social equity measurability at the national level.
- The insights gathered from African female executives highlight both the achievements and challenges in implementing LNOB policies.

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Conclusion

- Significant progress has been made, but to ensure that no one is left behind, targeted and evidence-based interventions are essential.
- Furthermore, addressing gaps in resource mobilization, data availability, and community engagement is crucial.
- Coordinated, transparent, and inclusive efforts are necessary to ensure that the 2030 Agenda and Agenda 2063 are achieved, making the vision of social equity a reality for all.
- *Political support and an enabling legal framework are necessary to make equality and equity policies effective*



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"Social equity is not about leveling the playing field, but about ensuring everyone has the tools, opportunities, and support to rise beyond systemic barriers and realize their full potential."

Thank you!