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Department of
Economic and
Social Affairs



Resilience and Recovery from COVID-19 Through Sound Policymaking



Report of the Regional Webinar Series in Africa
Prepared by the Division for Public Institutions and Digital Government
United Nations Department of Economic and Social Affairs

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United Nations Department of Economic and Social Affairs

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About the Report

This report summarizes the key highlights and messages that were conveyed by the facilitators, speakers, and participants during the Regional Webinar Series on “How to Promote Resilience and Recovery from the COVID-19 Pandemic in Africa through Sound Policymaking” held respectively on 16 November, 8 December 2021, and 17 January 2022. The workshops were organized by the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), in collaboration with the African Peer Review Mechanism (APRM) and with the support of Resident Coordinator Offices. The Concept Note and Agenda of each webinar are available in Annex I and on the [UN Public Administration Network](#). For further information about the relevant reading material and presentations, see Annex II.

The Regional Webinar Series on Sound Policymaking was preceded by two virtual workshops on sound policymaking for sustainable development in Africa (held on 16 February 2021) and Latin America (held on 18 February 2021). The [Virtual Workshop on Sound Policymaking for Sustainable Development](#) examined how the principle of sound policymaking can help to build effective institutions for sustainable development. Resident Coordinators, UN agencies and regional organizations, together with government representatives and members of civil society, discussed the need for pragmatic and ongoing improvements in governance capabilities to achieve the SDGs.

The Regional Webinar Series on Sound Policymaking in Africa organized in 2021 and 2022 aimed at developing the capacities of national governments to promote sound policymaking, with a particular focus on risk management, strategic planning and foresight and policy coherence. Sound policymaking is one of the 11 principles of effective governance for sustainable development developed by the United Nations Committee of Experts on Public Administration (CEPA) and endorsed in 2018 by the United Nations Economic Council on Social and Economic Development.

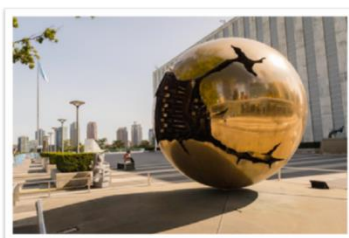
The [principles of effective governance](#) highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to reach the SDGs. The essential purpose of these principles is to provide practical, expert guidance to interested countries in a broad range of governance challenges associated with the implementation of the 2030 Agenda. The principles are designed to ensure effective, accountable, and inclusive government. To operationalize the principles, CEPA has mapped a wide range of commonly used strategies.

CEPA noted eight commonly used strategies for addressing the principle of sound policymaking, including (i) [strategic planning and oversight](#); (ii) [regulatory impact analysis](#) (iii) [promotion of coherent policymaking](#) (iv) [strengthening national statistical systems](#) (v) [monitoring and evaluation systems](#) (vi) [the science-policy interface](#) (vii) [risk management frameworks](#) and (viii) [data sharing](#).



UN DESA/DPIDG engaged experts to prepare [guidance notes](#) and provide content to the eight strategies designed to give effect to the principle of sound policymaking. The notes were crafted through global consultation with other specialised experts in the field. The notes include information on how a government can both assess its status and measure progress in applying the strategy to national policymaking processes. All notes have recent case studies and good practices to advance sound policymaking with practical and illustrative guides. The notes outline the strategies, assess the extent to which they are being or have been adopted in other countries, and highlight the methods of implementation, opportunities to engage in peer-to-peer learning and research, and pursue further international development cooperation in accordance with country needs.

During the Regional Webinar Series on Sound Policymaking in Africa, UN DESA also presented its innovative capacity development methodologies and approaches to support public institutions. It highlighted the recently launched [Curriculum on Governance to implement the SDGs](#) composed of training of trainers toolkits, which cover topics ranging from changing mindsets to institutional arrangements for policy coherence, innovation and digital government, risk-informed governance, just to mention a few. UN DESA's Curriculum supports countries in addressing the COVID-19 response and recovery with a particular focus on the governance dimensions of Goal 16.



Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development

UN DESA | DPIDG
Training of Trainers | English



[Access the Toolkit](#)



Transparency, Accountability and Ethics in Public Institutions

UN DESA | DPIDG
Training of Trainers | English



[Access the Toolkit](#)



Strengthening Institutional Arrangements and Governance Capacities for Policy Coherence

UN DESA | DPIDG
Training of Trainers | English



[Access the Toolkit](#)



Effective National to Local Public Governance for SDG Implementation

UN DESA | DPIDG | UNPOG
Training of Trainers | English



[Access the Toolkit](#)



Government Innovation for Social Inclusion of Vulnerable Groups

UN DESA | DPIDG | UNPOG
Training of Trainers | English



[Access the Toolkit](#)



Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience

UN DESA | DPIDG | UNPOG
Training of Trainers | English



[Access the Toolkit](#)



Innovation and Digital Government for Public Service Delivery

UN DESA | DPIDG
Training of Trainers | English

[Access the Toolkit](#)



DIGIT4SD: Digital Government Implementation

UN DESA | DPIDG
Training of Trainers | English

[Access the Toolkit](#)



E-Government for Women's Empowerment

UNESCAP | UN DESA | DPIDG
Training of Trainers | English

[Access the Toolkit](#)



Integrated Policies and Policy Coherence for the SDGs

UNITAR | UN DESA | DPIDG | DSDG
Training of Trainers | English

[Access the Toolkit](#)



Integrated Recovery Planning and Policy Coherence towards the Sustainable Development Goals

UNITAR & UN DESA | DSDG | DPIDG
Self Paced | English

[Access the Toolkit](#)



The Regional Webinar Series on Sound Policymaking in Africa was very well attended with over **800 participants from about 75 countries**. The first webinar on Risk Management was attended by 197 participants from 50 countries. The second webinar on Strategic Planning and Foresight was attended by 376 participants from 73 countries. The third webinar on Policy Coherence was attended by 295 participants from 68 countries. The feedback received from the participants was also very positive (see Annex III). About 90% of participants stated that they were very or somewhat satisfied with the webinars. About 70% of the participants stated that they were very likely to apply the knowledge gained and about 25% said they would be somewhat likely to do so, with a total of **95% of participants stating that they would apply the knowledge gained in their daily work**.

As a result of the Regional Webinar Series on Sound Policymaking in Africa, participants:

- Uncovered common challenges and roadblocks to the promotion of sound policymaking.
- Enhanced awareness of how the principles of effective governance for sustainable development can help countries in their efforts to recover from the pandemic.
- Gained knowledge about policy coherence, planning and foresight, and risk management frameworks. Each workshop will address one of these issues.
- Engaged in peer-to-peer learning with countries that have advanced on the issues of sound policymaking.
- Enhanced awareness of the Curriculum on Governance for the SDGs and its toolkit on institutional arrangements for policy coherence.
- Established follow-up actions and defined capacity needs and priorities

The Regional Webinar Series on Sound Policymaking in Africa was organized under the responsibility of Juwang Zhu, Director, Division for Public Institutions and Digital Government, United Nations Department of Economic and Social Affairs, and led by Adriana Alberti, Veronique Verbruggen and Mariastefania Senese from UN DESA and Saras Hamouda from the African Peer Review Mechanism (APRM). The Report was coordinated and finalized by Adriana Alberti with contributions from the workshop rapporteurs, namely Anni Haataja on risk management, Stefania Senese on strategic planning and foresight and Saras Jagwanth on policy coherence. The UN DESA team comprised Rosanne Greco, Benedicte Francoise Niviere, and Ariel Xiao who also assisted with the design and lay-out of the report.

UN DESA and APRM are most grateful to Ms. Geraldine Fraser-Moleketi, Chair of the Committee of Experts on Public Administration, for her insightful recommendations and for her participation in the Regional Webinar Series on Sound Policymaking in Africa as well as to all the distinguished speakers who shared their knowledge and valuable insights during the webinars.

For the **Webinar on Risk Management**, facilitators and speakers included Maria Francesca Spatolisano (Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, UN DESA), Geraldine Fraser-Moleketi (Chair, Committee of Experts on Public Administration, CEPA), Rolf Alter (CEPA member, Senior Fellow, Hertie School, previous Director OECD on Public Governance), Raniya Sobir (UN DESA consultant and author of the paper on Risk management in Africa in response to COVID-19), John Vandy Rogers (Deputy Director General National, Disasters Management Agency at the Office of National Security, Sierra Leone), Babatunde A Ahonsi (UN Resident Coordinator Sierra Leone), Sara Tawfik Hamouda (Agenda 2063 and SDG Expert, African Peer Review Mechanism), Veronique Verbruggen (Senior Interregional Advisor Governance, UN DESA). For the **Webinar on Strategic Planning and Foresight** facilitators and speakers included Adriana Alberti (Chief of Programme Management and Capacity Development Unit, DPIDG, UN DESA), Marius Oosthuizen (Director of the Centre for Leadership and Dialogue and a member of faculty at the Gordon Institute of Business Science GIBS, University of Pretoria, South Africa), Mase Lô (UN DESA Consultant and author of the paper on strategic foresight in Africa in response to COVID-19), João Ilidio da Cruz Tavares (member of the Board of Directors of ARAP, Director of the Strategic Planning Service, Monitoring and Evaluation at the National Planning Directorate – Ministry of Finance), Sebastien Vauzelle (Senior Economist of the UNRCO in Cabo Verde), Geraldine Fraser-Moleketi (Chair of the Committee of Experts on Public Administration, Dean at Nelson Mandela University in South Africa), Stefania Senese (Programme Management Officer, DPIDG, UN DESA), Sara Tawfik Hamouda (Agenda 2063 and SDG Expert, African Peer Review Mechanism). For the **Webinar on Policy Coherence**, facilitators and speakers included Ferdinand Katendeko (Chief of Staff, APRM), Adriana Alberti (Chief, PMCDU, DPIDG, UN DESA), Måns Nilsson (Executive Director, Stockholm Environment Institute), Ivonne Lobos Alva (Research Fellow at the Stockholm Environment Institute SEI), Albert. A. Musisi (Commissioner, Macroeconomic Policy Department, Ministry of Finance, Planning and Economic Development, Uganda), Stefania Senese (Programme Management Officer, PMCDU, UN DESA), Geraldine Fraser-Moleketi (Chair, Committee of Experts on Public Administration CEPA), Sara Tawfik Hamouda (Agenda 2063 and SDG Expert, African Peer Review Mechanism).

Why is Sound Policymaking Critical for Resilience and Recovery from the COVID-19 Pandemic?

National institutions have been strongly impacted by the coronavirus (COVID-19) pandemic, which has affected key government functions and processes, undermining the effectiveness of government action. The need to respond quickly and with drastic measures has also created additional risks for institutional processes and organisations. Beyond individual institutions, the pandemic has increasingly affected whole institutional systems and the way public institutions interact with people.

As governments are building back better after the COVID-19 pandemic, it is clear today more than ever that strengthening the capacities of public institutions to promote sound policymaking is vital to address present and future challenges. Strengthened government capacities are critical to building trust in government, which is one of the key tenets of “Our Common Agenda”, launched by the United Nations Secretary-General Antonio Guterres in 2021. Policy coherence, strategic planning and foresight and risk management frameworks are the most relevant to resilience and recovery from the COVID-19 pandemic.



Risk management frameworks are key because the COVID-19 pandemic has exposed the harsh consequences of flawed or inadequate risk (and crisis) management frameworks and practices in the public sector in countries around the world. The pandemic has raised the awareness and understanding of the importance of risk management. It has also provided an opportunity to strengthen capacities for risk management in support of effective governance for sustainable development.

Strategic planning and foresight are crucial for ensuring that governments are prepared for handling such crises in the future. While it is impossible to predict the future, strategic foresight offers the tools for successful policy making in the face of high uncertainty. This involves exploring and preparing for a diversity of possible developments to future-proof strategies, identify new potential opportunities and challenges, and design innovative ways of improving well-being under rapidly evolving circumstances.

Policy coherence is crucial because a holistic approach to recovery is essential. Policy coherence increases the likelihood of reaching development commitments; and policies operating at cross-purposes can result in financial and other resources being wasted. Policy coherence can help balance policy synergies and trade-offs between short and long-term priorities and between the three dimensions of sustainable development. Governments should develop a roadmap for policy coherence to ensure a sustainable recovery from the COVID-19 crisis.

Governments in Africa are facing enormous economic, social, and public health challenges as they navigate recovery and undertake rebuilding efforts in response to the COVID-19 crisis. If left unaddressed, these challenges will erode the ability of societies to flourish.

Key Highlights on Sound Policymaking in Africa in Response to COVID-19

Risk Management

“Risk management is the identification, measurement, monitoring and evaluation of diverse risks (hazards, disasters, shocks) followed by a coordinated and cost-effective application of resources (prevention, mitigation, preparedness, resilience) to minimize and control the probability and impact of exposure and to try to maximize the realization of possible returns.” CEPA Strategy Guidance Note on Risk Management Frameworks (February 2021)



There is a growing awareness that risk-informed governance, and effective, accountable, and inclusive institutions, are more than ever needed to address present and future crises. Due to the pandemic, risk management has moved up in the political priorities in all countries. Risk management concerns not only governments, but it also has an impact on people, businesses, and societies. Thus, effective risk management frameworks are essential to improving trust in government.

While the pandemic affects everyone around the world, countries have been impacted differently. This means that also responses are different. There is no “one response”. Furthermore, risk management should not be seen as an isolated issue. It needs to be integrated in the efforts to achieve the Sustainable Development Goals (SDGs) in a very practical sense. It is also important to work on changing mindsets, a complex but possible task. While the importance of risk management has been forced upon us by the pandemic it also provides an opportunity to make real changes in risk management.

Going forward, governments must enhance institutional arrangements for sound policymaking and proactively equip themselves with the proper knowledge, tools, competencies for planning for future unknown shocks that could disrupt social, economic, and environmental stability. Instilling a risk culture in the public sector is also imperative. Likewise, public servants need to embrace an agile mindset and develop competencies in systems-thinking to perceive the links, cause-effect relations, and dynamics affecting sustainable development; risk-informed adaptation to maintain effectiveness when experiencing change and continue delivering results within new structures or despite external shocks, and collaboration across all levels of government.

Africa as a continent has certain advantages with regards to the exposure to the pandemic, such as young demographics and less exposure to large number of tourists. However, issues such as poverty, undernourishment and lack of resources elevate the risks from COVID-19. The international community should help to ensure that sufficient resilience can be achieved in Africa. Resilience is the best insurance against crises.

The key preliminary findings of a paper on risk management in Africa (see Annex II), are as follows:

- **Risk assessments and monitoring:** Most of the data pointed to countries carrying out risk assessments on areas related to natural disaster and climate change.
- **Institutional arrangements:** There are national agencies for disaster management and climate action but not so much for risks in other areas.

- **National policies on risk management:** National Development Plans focus on resilience, mainstreaming the SDGs and disasters. Integrated policies are lacking on risk management.
- **Financing:** Weak macro-economic conditions, limited capacity to respond to crisis and low investments in Disaster Risk Reduction (DRR) are affecting Africa in its post-recovery.
- **Technology:** Technologies are being applied in risk monitoring relating to natural disasters and climate change.

All seven countries studied (Ghana, Kenya, Madagascar, South Africa, Zambia, Sierra Leone, and Seychelles) have put in place legal and institutional mechanisms to manage the response and monitor risks. Also, disease prevention and containment measures, social and humanitarian measures and fiscal and monetary measures were put in place. Some of the good practices included leveraging existing platforms and past experiences which supported immediate response, recognizing the need for synergy, a 'big picture' approach, and multi-stakeholder engagement. Some of the emerging lessons included need for more convergence in policy making, inclusivity and addressing structural weaknesses.

The case of Sierra Leone

Sierra Leone is vulnerable to natural disasters such as flooding as well as health emergencies, including the Ebolavirus. The country took timely action and response to COVID-19 as systems were in place even before the first case was registered in the country. The National Health Plan highlights strategies to contain the virus and the Economic Response Programme ensures the livelihood of poor people and support to private sector, specifically to Small and Medium Enterprises (SMEs). The people in Sierra Leone live in highly climate exposed areas, with increase vulnerability to disasters. Also, food insecurity remains a challenge. Much has been done to be more systematic in mitigating these risks in the country.

The Government of Sierra Leone declared a state of public emergency in preparedness to fight the effects of the pandemic in the country. The country used pillar response engagement which included surveillance, quarantine, laboratory, case management, food and nutrition, psychosocial, social mobilization and information, infection, prevention and control, national situation room, quality control and strategic team, operations, and vaccine and research. The country developed a one-pager brief that gives the decision-makers a snapshot of the COVID-19 status in the country including quarantine statistics, surveillance updates (contact tracing, laboratory statistics/results by districts, case management status), psychosocial updates, operational updates (by districts), critical issues (needing urgent attention or escalation to the senior COVID-19 response leadership), capacity gap issues, next steps and regional statistics.

Key Recommendations

Political commitment, institutional coordination and coherence, budgetary reforms, reliable data generation, sharing and utilization, investment in technology, digital applications and ICT infrastructure and new mindsets are critical to effective risk management.

The key recommendations include:

- Integrate risk management frameworks in existing systems and programmes.
- Consolidate policies and systems for improved coherence and synergy.

- Create effective reporting and accountability mechanisms.
- Address resource gaps for implementing risk management.
- Maintain and enhance disaster management capabilities.
- Strengthen decentralized structures.
- Strengthen a strong emergency response line like 117.
- Enhance a national wide effective ambulance service.
- Establish proper financial structures for disbursement and accountability in an emergency response.
- Maintain an ongoing cross-MDA readiness with continuous training and simulation exercises with relevant stakeholder departments.

Strategic Planning and Foresight

“Strategic foresight is defined as an organised and systematic process to engage with uncertainty regarding the future”. It is “an organized, systematic way of looking beyond the expected to engage with uncertainty and complexity”. It also includes “the capacity to think systematically about the future to inform decision making today. It is a cognitive capacity that we need to develop as individuals, as organizations and as a society. In individuals, it is usually an unconscious capacity and needs to be surfaced to be used in any meaningful way to inform decision-making.” (CEPA strategy guidance note on strategic planning and foresight, February 2021)



Strengthening institutional capacities for strategic foresight is critical to anticipate events rather than react to them. However, building the capacity for a foresight mindset is also critical. A foresight mindset includes short and long-term planning to develop clear goals that are consistent with agreed strategies; a belief in the importance of focusing on forward looking strategies to ensure anticipatory, flexible, and action-oriented behaviors. The latter is essential to implement potential solutions and address challenges.

Practitioners in Planning, Strategy and Policy for Future Generations

Strategic foresight is being used within the context of policy approaches focusing on the impact on future generations. In Africa the current environment is deeply shaped by past experiences and legacy issues are present in the economy, socio-development, and policies. Yet, it is important to navigate the emergent future as we look at Agenda 2030 and 2063 and other strategic initiatives on how it is possible to manage the tensions between the past and future. The future refers to the level of disruption, issues affecting countries and individuals, the Covid 19 pandemic, emerging of robotics, technology, artificial intelligence, populism, changing nature of trade around supply change distribution around the world and raising of poverty, and inequality, as well as climate change. Therefore, the key question is how governments can plan and shape policies in an environment that is uncertain.

Starting from uncertainty, it is important to look at the following dimensions:

(i) **Drivers of change**

(ii) **Systems thinking**

(iii) **Alternative Futures**

By looking at long term futures at the national level, strategic foresight can help anticipate some of the changes that could happen in the uncertainty by thinking holistically (for example in the area of SDG 2 regarding the future of food, it would be important to consider a change in food production and distribution, but also taking into consideration the level of urbanization etc.).

Strategic foresight helps leaders better manage under conditions of uncertainty. In particular, strategic foresight could help governments and people to:

1. Make strategic choices to shape the future they want (**build vision**)
2. Build preparedness for alternative possible futures (**manage risk**)
3. Create future-ready and alert organisations that can adapt as the future evolves (**anticipation, awareness, and agility**).

Designing a foresight intervention with impact, and applying systematic tools and methods is an agnostic process. However, there are four dimensions that need to be applied:

1. **Scoping:** It refers to understanding the context and people and set the question that needs to be answered.
2. **Ordering:** It refers to creating contrasting, and coherent futures by using data and drivers of change.
3. **Investigating implications:** It refers to working through the consequences of the futures (for example, what would happen if hundreds of people migrated, where would they go?).
4. **Embedding insights:** It refers to embedding our work into our organisation and beyond (integrating foresight into the institutions' capacities).

Governments need to build their capacities to work with uncertainty. Some examples of how strategic foresight and planning are used are the **National Vision of South Africa** like the Mont Fleur scenario exercise of 1991-2 where South Africans and global observers asked whether the abolition of apartheid would engender civil war, economic populism, or a new beginning. Another example is the **National/SDG Planning of Finland**, which built a national vision and strategic planning led by the Prime Minister. It internalizes the SDGs as a national strategy matter, rather than an issue for developing countries. Sustainable development is seen as a way to engage the whole of society. An annual public discussion forum for measuring and taking stock of progress in implementing the 2030 Agenda is held while the Parliament is involved through the Committee on the Future. In Mexico City a "**Laboratorio para la Ciudad 2013-2018**" was created at the local level by the former chief creative officer of Mexico City (Ms. Gabriella Gómez Mont). Laboratorio para la Ciudad is an urban experimental lab to include diverse perspectives and applies them to real city problems. By harnessing the energy of citizens, the Lab model facilitated inputs from different perspectives, sectors, and disciplines. **The Sectoral Agriculture** project focuses on significant disruption by looking at the implications of different technology drivers and governance responses on food security that will create new solutions, new actors, new policy challenges around

redistribution, access, and regulation. It expresses the potential to address SDG2 (Zero hunger). The WEF Food scenarios help actors in the food space (whether local, national, or business) understand the upcoming disruptions and associated risks and opportunities.

Needs Assessment and Related Case Studies on Strategic Foresight in Africa in Response to the COVID-19 Pandemic

A study on strategic planning and foresight in five African countries (South Africa, Kenya, Ghana, Zambia, and Madagascar) was commissioned by UN DESA. In particular, the study focused on seeking a “better” normal needs assessment and related case studies on strategic foresight in Africa in response to the COVID-19 pandemic. The objective of the study was to (i) understand the current trends in strategic foresight practice in Africa; (ii) explore gaps in relation to institutional arrangements, national policies, among others, and (iii) explore opportunities for strengthening strategic foresight practice in the public sector. The methodology utilized was an in-depth analysis of strategic foresight in the five African Countries as well as Cape Verde, and Morocco. Data collection included desk review and conversations/ interviews with relevant stakeholders.

The study has highlighted that the pandemic is a global societal crisis that causes a “Faultline” in evolution. As such, a crisis like the one triggered by the COVID-19 pandemic presents two contradictory outcomes:

1. The first outcome is **regression**. Crises tend to expose already existing societal drifts.
2. The second outcome is an **“alternative trajectory”**, an opportunity to create a more virtuous path. A crisis, as such, provides a unique opportunity, and the potential to transform society for a better future for Africa. The pandemic has showed things not only as they were, but also how quickly they could change. Therefore, strategic foresight offers a shift from short- to medium-term thinking and planning to long-term thinking: an alternative trajectory.

Strategic foresight is different from strategic planning. Strategic planning looks at what has historically been offered and asks, “How do we improve or expand upon what we’re currently doing?” while strategic foresight looks at 10 or 20 years into the future and responds to the questions like: “What will our citizens value? What will our citizens need, and how best can we meet those needs?”

There is a differentiation on the expectations. Strategic planning is useful if your environment is stable and unchanging while strategic foresight is better for dealing with “VUCA” – Volatility, Uncertainty, Chaos, and Ambiguity.

Some lessons learnt drawn by the case studies indicate that each African country has a different and yet instructive, historical trajectory, in relation to the practice of strategic foresight. What is common is that all countries will benefit from strengthening a strategic foresight culture, particularly within sectoral ministries, and the various decision-making spheres.

In terms of institutional arrangements, it was highlighted that the institutional set-up is sometimes a sticking point. It is important to build more capacities on long term and short-term planning and strategic foresight. Also, it is critical to build capacities in other ministerial departments and promote participation and good governance. In terms of financing strategic foresight, it has emerged that funding is from development agencies and institutions. However, more and more countries are self-financing their long-

term strategic studies. Countries like Ghana, Nigeria, and South Africa decided to self-finance their long-term strategic studies.

Some results from two good practices of Morocco and Cape Verde have highlighted that:

- Morocco has set up the Royal Institute for Strategic Studies, adopting “Global Foresight” as a national strategic foresight approach. In addition, the political commitment is at the highest levels of government to constantly monitor operations making it possible to reach grassroots communities.
- Cape Verde’s success is owed to good governance and sound management of the state; long-term investments in human development; social-political stability with successful governments and citizen’s trust. It is among the top recipients of development assistance and remittances, with high market access.

Behind the scenes: Strategic Foresight in Cape Verde

Cape Verde seeks to ensure everyone's health, thus achieving a life expectancy of 77 years, but also conferring the right to reproductive health, reducing the average number of children per woman from 7 to 2.5. Cape Verde achieved a GDP per capita of US\$ 3,600, and was able to reduce inequalities, setting the Gini Index at 0.46 and poverty at 35% of the population. Since 2007, it has been a Middle-Income Country and has been part of the Small Island Developing States (SIDS) group.



In 2002 - 2003 Cape Verde began using the Growth and Poverty Reduction Strategy Paper as a development management tool, with the production of the Interim Poverty Reduction Strategy Paper (iPRSP - interim Poverty Reduction Strategy Paper). This was followed by the First Growth and Poverty Reduction Strategy Paper (DECRP I), prepared in 2004 to guide the nation until 2007, which took care to incorporate the main intervention measures in the areas of economic growth and poverty reduction. The Growth and Poverty Reduction Strategy Paper (DECRP II) came in force between 2008 and 2011. However, unlike the GPRSP I, it adapted to the Government's Program and the Transformation Agenda as a vision for long-term development and as the path to achieving sustained growth and economic expansion, in order to alleviate poverty and social inequality. This implied significant reforms in several sectors. While progress was made on all fronts, challenges remained as the country moved forward. And in the wake of the challenges, mainly in the context of the graduation from Cape Verde to a Medium Development Country and the persistent international crisis, the Growth and Poverty Reduction Strategy Document (DECRP III) was introduced and reflected a set of priorities to implement and expresses how the Government should materialize its Transformation Agenda during its execution period from 2012 to 2016.

Longer-term vision of Cape Verde includes “Ambition 2030” with a strong commitment to sustainable development planning, (as a mechanism for the operationalization of Cape Verde's Strategic Agenda for Sustainable Development) and the localization of the SDGs to leave no one behind. It also aims at ensuring gender equality and resilience, and it is a mechanism to trigger a technical and political dialogue with

society, development partners, and private sector. It can help the mobilization of resources and partnerships.

Cape Verde has faced a harsh recession of 14.8% due to the impact of the pandemic. COVID-19 landed in Cape Verde on structural constraints which are common features of the SIDS like for example: small markets, high dependency of external supply on energy, food, etc. The pandemic also hit a country in transition: income status, demographic, epidemiologic, nutritional, etc. It has overlapped and exacerbated other exogenous crises: climate change, inequalities, energy, food prices. Volatility was already high, and uncertainty became the norm, making predictability almost impossible. This uncertainty was exacerbating also by the overwhelming pressure on public expenditure of debt. COVID-19 halted years of fiscal consolidation and trigger public debt which is now 1,55% of GDP. On the short-run debt service is almost as high as expenditure in education, health, and social protection combined. Therefore, debt service is already hampering the possibility for the State to invest. Short term investment in human capital will soon be matched by debt service. High public debt and limited public revenues hamper public investment. Slow recover needs to deal with pressure on incomes, jobs, poverty, domestic investment. Inequalities are on the rise and this triggers internal and external migrations, violence (public and domestic). There is a need for the state, UN, private actors, and civil society to navigate in a difficult context amongst trade-offs: short versus long term and thematic priorities.

This situation has forced the need to foresee various scenarios and work with different stakeholders. Strategic foresight exercise conducted by the government allowed for the production and sharing of knowledge strategies, confrontation through 11 territorial consultations, 9 thematic studies and 27 strategic debates. It mobilized Cape Verdean society, municipalities, the business sector, civil society organizations, public administration, academia, the diaspora, the media, development partners, personalities, and institutions with an interest in Cape Verde. It conferred high visibility, deepened the country's notoriety and credibility, created conditions for strategic choices and cemented long-term commitments for the sustainable development of Cape Verde. This exercise promoted the alignment of the main actors of sustainable development on major strategic guidelines, adopting the SDG accelerators.

Econometric projections were done by the Ministry of Finance. They were mixed with qualitative foresight. Forward-looking analyses were conducted to feed-in strategic planning (Socio-Economic impact assessment, Voluntary National Review, Leave No One Behind assessment, Common Country Analyses). A multi-stakeholders dialogue was conducted around what it is the foreseen future and around the vision for this future. The exercise has linked a short-term response to longer-term sustainable development vision, including climate action (Strategic Plan for Sustainable Development 2017 -2021, Nationally Determined Contribution (NDC), Cabo Verde Ambição 2030). To develop this harmonized vision of Cape Verde's future, the work was done amongst multiple stakeholders. The vision has not changed, only the context did. With Covid-19 variants and extreme events as well as multiple crisis will continue to happen. It is important to change the scenarios to be able to adapt to a change landscape. In this sense, building partnerships to unleash potential for economic diversification, social inclusion, and resilience is essential.

A widening financing gap after COVID-19 is making public expenditure in SDGs accelerator very uncertain and demands a joint work with private sector for them to take over or complement the investment needed in the SDG accelerators within the vision of Ambition 2030. It is important for governments to share the vision with the private sector.

The COVID-19 pandemic threatens decades of development gains and requires an urgent and exceptional response that involves three phases: **relief, restructuring and resilient recovery**.

In this regard, the following sectors have been identified as priorities for promoting growth and accelerating progress:

1. Human capital development.
2. The Blue Economy, recognizing the great potential of the maritime economy and the importance of protecting ocean health and coastal areas.
3. Digital Economy, to stimulate the adoption of technology and digital solutions to support value chains and inclusive digital transformation.
4. Renewable energies as they will determine the reduction of factor costs.
5. Tourism industry, as when tourism anchors agriculture, fishing, crafts, creative industries, and other services, they accelerate modernization, productivity, and the entire constellation of tourism.

It is essential to work on the right policies to solve the country's structural problems. Recovery will be slow and uneven. Economic transformation and social inclusion in Cape Verde's future are essential. New sectors will drive growth and create jobs but there is a need of a certain level from the State to continue to engage within these sectors and adapt to different coming landscape to ensure policy coherence and sound policy making.

Key Recommendations

This new era is an era of multiple uncertainties ("VUCA" – Volatility, Uncertainty, Chaos, and Ambiguity) with extreme events that cannot be predicted. Strategic foresight becomes a survival imperative, and countries can use strategic foresight to not only grow but to also manage risk and uncertainty. Also, an African leadership for alternative futures is key. This includes a global, regional national, and local dimension.

At the global level, globalization calls for adopting a more subsidiary approach. At the regional level, it would be important to develop strategic thinking within a supranational ecosystem and more integrated economic context. At the national level, it would be important to incorporate more regional and global perspectives to strategic foresight and to foster participation and consultant of all sectors. At the local level, municipalities should promote and consider the practice of local foresight (Territorial Foresight).

There are **four practical ways on how governments can embed strategic foresight** in their strategic planning for the SDGs. Governments can gain immediate insights and impact from a simple application of strategic foresight approaches.

1. They need to choose a deep dive on a policy topic, ministry strategy, wind tunnelling their programme, or in a national planning process.
2. Incentives (demand) and capability (trained people to supply the insights) are essential in developing long-term thinking. As well as building capability, it is essential to ensure visible, senior sponsorship, as well as clear links with spending/resources and risk decisions.

3. COVID-19 is driving increased awareness of intergenerational concerns. It is important to include younger generations in participative processes to capture the voices of youth and future generations.
4. Considering foresight as an “ecosystem” is critical to ensure lasting integration into policymaking. The effort might be spearheaded by a central strategic foresight unit, but the ecosystem needs to include other executive units, legislature, and other parts of the governance system, including links to universities.

The optimal approach is to build the capability for foresight but also to locate this capability into a foresight ecosystem (think tanks, universities, business, government departments). Creating an ecosystem for strategic foresight is the most powerful way to do it. It will democratize the foresight process and draw the best results from that.

Some research shows that some elements to embed foresight includes the following:

- **Culture and behaviour** (focusing on creating commitment, bringing policymakers into foresight, meeting policymakers where they are, supporting short term work with long term perspective, generating shared ownership and buy-in)
- **Structures** (having central units sitting in or near the heart of government, building and fostering capacity in departments and agencies, working to have courts, elected officials, and audit officials involved, putting in place coordinating and sharing groups)
- **People** (making sure that there are in-house skills and capacity, investing in the development of the next generation, having visible, consistent champions, supporting, and nurturing people working in strategic foresight, building local and international experts)
- **Processes** (working across all of government and using all government levers, delivering a small number of set piece activities, developing their own work, drawing on diverse methods and disciplines, investing in ongoing research and innovation around strategic foresight)

Key additional lessons include:

- Strategic foresight capacity must be seen as an ecosystem that is interwoven into all aspects of government, with mutually reinforcing roles, responsibilities, and activities.
- Context matters, particularly government and socio-culture. This influences a society's appetite for long-term thinking, deal with complexity, and uncertainty, for effective government foresight ecosystems that can evolve.
- Future-oriented, resilient, and adaptable foresight ecosystems are built out of a common set of features. Different countries have combined these in different ways to build healthy foresight ecosystems.

What are the Next Steps?

It would be important to include some elements to embed foresight, as follows:

- Strategic foresight should include a more gender-balanced approach to fully respond to future challenges.
- Supporting capacity building for strategic foresight: a critical mass of agents and decision-makers experienced in strategic foresight will be required.
- Considering legalised approach and communities of practice.
- The Africa that Africans want is: “an integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena” Agenda 2063
- Creating a pan-African “ubuntu” mechanism under Agenda 2063 to support national efforts and share expertise and resources.
- There is a need to connect with practitioners and colleagues in the foresight field to build up a network, community of practitioners and thinkers and build a mindset together in the network.
- It is important to reach out to the UN team at the country level and global level to start a conversation on strategic foresight.
- There is a need to raise awareness of future trends with senior leaders about future trends and investigate opportunities.
- There is a need to discuss key drivers with external stakeholders. A multilateral engagement to deal with important issues like climate change is critical.

Some significant resources include:

- UNESCO’s Futures Literacy programme
- UNICEF Child in 2030
- UNDOCO Applying foresight and alternative futures to the United Nations Development Assistance Framework
- UNDP Global Accelerator Labs network Elsewhere
- Africa Foresight for Development
- OECD Strategic Foresight Unit, and the Observatory of Public Sector Innovation
- Public Sector Foresight Network
- The Millennium Project
- Association of Professional Futurists and the School for International Futures.

Policy Coherence

“Achieving, or making progress on, one target can either boost progress on another target (“synergy”) or make it more difficult to achieve another target (“trade-off”). Recognizing these interdependencies and interactions – “the integrated nature of the SDGs”, as the 2030 Agenda preamble puts it – is a key first step to ensure that public policies are coherent with one another and will achieve their intended results.” (CEPA Strategy Guidance Note on Promotion of Coherent Policymaking, February 2021).



Policy coherence is about ensuring that decision-making is more efficient and effective. The 2030 Agenda for Sustainable Development should be read as an indivisible whole and not as individual goals because, together, the SDGs paint a clearer picture of sustainable development. The policies that are used for achieving the SDGs affect each other in positive and negative ways.

Public administration systems around the world are not organized to deal with issues that cut across traditional sectors, scales, actor constellations. These lead to “policy siloes”, involving fragmentation, compartmentalization and sometimes competition between ministries. There is therefore a need to develop methods and approaches for policy coherence - capturing trade-offs and synergies in order to make more robust and effective policies and implementation strategies.

There is a need for methods and approaches for policy coherence - capturing trade-offs and synergies in order to make more robust and effective policies and implementation strategies. Policy coherence has its own target (17.14). Policy coherence can operate horizontally (between different policy areas); vertically (global goals to national policy to local implementation); internationally (transboundary considerations) and Institutionally (between goals, instruments and implementation).

A simple diagnostic of what ministries can do to move towards the development of coherent policies include moving from independent decision-making to communication/ consultation with other ministries, avoid divergence and seek agreement among ministries, arbitrate policy differences, set limits on ministerial action, establish central priorities and develop a unified strategy.

It was important to remember that barriers and risks to getting policies more coherent exist. These include:

- Established routines and procedures
- Inherent goal conflicts and interest conflicts
- Lack of resources and lack of political will
- Failed experiences
- Time consuming
- Loss of control
- Blurred line of accountability
- Difficulty measuring policy effectiveness

The way forward includes the following suggestions on how to move administrations up the scale of policy coherence:

- Establish a high-level interagency committee, hosted by a high-ranking ministry, or the center of government
- Establish a coordinated institutional mechanism (resources, regular schedule, prolonged life)
- Conduct simulation and mapping exercises: “integrated policy analysis”
- Arrange multi-stakeholder consultation forums
- Ensure that SDGs are visible and mainstreamed in national policy, development strategy and planning, and budgeting
- Request strategic impact assessments of draft policy bills
- Impose sectoral mandates and reporting requirements
- Engage in international cooperation and peer learning.

UN DESA coordinated the preparation of a paper on ‘policy coherence response and recovery: lessons from Africa’. The paper notes that COVID-19 response and recovery are fundamentally issues of policy coherence. The decisions made, and the strategies put in place, can lead to short term recovery or to building back in a more sustainable and equal manner. Ghana, Madagascar, Kenya, South Africa, and Zambia were reviewed for the paper, and Uganda and Cote d’Ivoire were chosen as good practices. Some capacity gaps in Africa in relation to policy coherence included a lack of budget alignment; meaningful stakeholder engagement; long term strategic vision including long-term COVID-19 recovery plans (this includes green investments); local government capacity; coordination and transparency; and inadequate vertical coherence.

COVID-19 has amplified existing issues of institutional fragilities and vulnerabilities, as well as revealed additional ones. Policy coherence requires new mindsets, capacities, and competencies to ensure that broader sustainable development values guide public servants’ behaviours.

COVID-19 was a stress test for policy coherence. Government responses have often been driven by disjointed concerns, with little consideration of all relevant aspects and ineffective consultations. The pandemic offered an important opportunity to boost collaboration amongst government policies, including through digital platforms and adoption of virtual tools to track COVID-19 cases and to enhance communication with citizens.

Policy Coherence in Uganda

Different segments of society and people in vulnerable situations have been most affected by COVID-19, amplifying the importance of inclusiveness as a principle. In Uganda, inclusiveness was encouraged by private sector involvement in policy recommendations on COVID-19, ensuring dialogue and debate to reach the most optimal outcome. Some capacity gaps in Africa in relation to policy coherence included a lack of budget alignment; meaningful stakeholder engagement; long term strategic vision including long-term COVID-19 recovery plans (including green investments); local government capacity; coordination and transparency; and inadequate vertical coherence. Uganda had taken the following policy actions, all of which were in the context of limited fiscal space: the prioritisation of COVID-19 health related expenditures; the provision of emergency social protection-food relief and cash transfers; the restoration of business activity, household



incomes and safeguarding of jobs; and reinstatement of monetary policy interventions, including reducing the central bank rate (CBR). These interventions led to Uganda having to make a number of trade-offs, including budget reallocations to deal with the health pandemic. Given the policy actions that were required, there were a number of different sectors, stakeholders, and institutions that had to work in harmony and collaboration to ensure success.

Key Recommendations

Strong political ownership is needed to incorporate the Principles of Effective Governance for Sustainable Development developed by the Committee of Experts on Public Administration (CEPA) and associated strategies into national development planning and policies. Countries should consider establishing high-level interagency committees, hosted by a high-ranking ministry, or the center of government. The involvement of the Head of State of Uganda in the National Taskforce for COVID-19 response was crucial to provide effective leadership and a key factor to ensure coherence. The governance structure and participation at the highest level ensured coordination and policy coherence across economic, health and social policies and interventions.

Long-term vision and planning horizons are essential for supporting present and future needs in a balanced manner. This includes requesting strategic impact assessments of draft policy bills. Sectoral mandates and common reporting requirements for the SDGs and Agenda 2063 should be introduced.

Coordinated institutional mechanisms should be established, with adequate resources, a regular schedule and medium-to-long-term continuity. Institutions and bodies needed to be agile, coordination mechanisms needed to be strengthened, and high-level commitment needed to be combined with the mobilization of more technical parts of government. Coordination mechanisms can only be effective if they go beyond information sharing. A good emerging practice is to provide coordination mechanisms with a clear mandate to anticipate and resolve policy divergences and tensions arising from different sectoral interests.

Countries should prioritize the SDGs through a systems approach, in order to avoid undesirable impacts on adjacent policy areas. Systems thinking offers a more integrated perspective and a number of proven concepts, tools and methods to improve our understanding of the complex systemic issues which threaten the future. Countries should strive to ensure that the SDGs are mainstreamed in national policy, development strategy and planning and budgeting.

Inclusiveness and effective stakeholder engagement, communication and information sharing remain critical. The whole-of-society and whole-of-government approaches remain crucial for the promotion of policy coherence.

The COVID-19 pandemic has shown that digitization is more effective and can make public administration more efficient. The lack of effective databases, especially on vulnerable populations, in most African countries can be accelerated with the development in digital technologies. Investing in these databases makes economic sense because it saves money in the long term, allowing governments to intervene efficiently and effectively, with impact and targeting becoming more focused.

Countries need to continue to engage in international cooperation and peer learning. Increased awareness-raising and training on the Principles for Effective Governance, the strategy guidance notes

and the UN DESA Curriculum on Governance for the SDGs need to be organised in Africa, including at regional level.

Key Messages from the Chair of the UN Committee of Experts on Public Administration

Governments in Africa are facing enormous economic, social, and public health challenges as they navigate recovery and undertake rebuilding efforts in response to the COVID-19 crisis. If left unaddressed, these challenges will erode the ability of societies to flourish and diminish trust in government. The 11 Principles of Effective Governance for sustainable development can provide a valuable framework for recovery from the pandemic and practical, expert guidance to interested countries in a broad range of governance challenges associated with the implementation of the 2030 Agenda. The principles are designed to ensure effective, accountable, and inclusive government, in line with SDG 16 of the 2030 Agenda for Sustainable Development. The strategy guidance notes developed to put in practice the 11 principles of effective governance highlight methods of implementation, opportunities to engage in peer-to-peer learning and research, good practices, and pursue further international development cooperation in accordance with country needs.

Effective, accountable, and inclusive institutions are critical to help countries achieve accelerated implementation of the 2030 Agenda for Sustainable Development and the African Union's Agenda 2063, which are complementary and mutually reinforcing.

Cooperation and new partnerships to accelerate the implementation of both Agendas are critical, as well as the urgent need for capacity development across Africa.

There are a range of challenges which the COVID-19 emergency has placed on African national institutions. Yet, these are not the only ones. Countries across Africa are facing unprecedented multidimensional crises that go beyond the COVID-19 crisis. Governments need to urgently address the impact of climate change, rebuild public administration after conflict, or avoid relapses into conflict in some countries, and overcome humanitarian crisis, including hunger, civil unrest, and poverty.

Ensuring sound policymaking and promoting effective risk management frameworks can greatly help African governments tackle those challenges. Working across sectors and levels of government to coordinate long term recovery and overcome immediate pressures that crowd out long term recovery initiatives is also essential and requires new capacities.

The pandemic has exposed the importance of risk management and crisis management capacities, including the ability to anticipate and monitor risks and threats, build risk mitigation, risk preparedness response and crisis management capacities to lead recovery and long-term resilience building. There are three areas that are particularly challenging across the African continent in terms of risk management.

These are post-conflict risk management, disaster risk-management and financial risk-management. Post-conflict risk management includes putting in place measures to ensure that countries do not fall back into conflict. Financial risk management is linked, among other things, to tax avoidance and evasion as well as illicit flows and effective aid management.



The growing importance of disaster risk management in Africa is closely linked to climate-related risks. The climate crisis has greatly exacerbated institutional vulnerabilities in African countries and their ability to address poverty and socio-economic challenges. The lack of coordination among levels of government and of sound policymaking in this area have further worsened the situation. The crisis is undermining the achievement of all the SDGs by hitting all segments of the population, all sectors of the economy, and all social groups. However, its impact has disproportionately affected the poor and the vulnerable and caused millions of job losses globally.

Disaster risk-management aims at reducing risk, saving lives, and protecting property. The Sendai Framework emphasizes the need to focus not only on reducing the losses caused by disasters, but also their risk. It calls on Member Countries to: *“Prevent new and reduce existing disaster risk through the implementation of integrated and inclusive economic, structural, legal, social, health, cultural, educational, environmental, technological, political and institutional measures that prevent and reduce hazard exposure and vulnerability to disaster, increase preparedness for response and recovery, and thus strengthen resilience.”*

While many countries in Africa have put in place measures to reduce disasters, it is increasingly necessary to focus on building capacities to leverage science, technology, and innovation, which are vital to the advancement of disaster risk reduction and resilience building efforts. DRR is possible without the use of technology, but the potential to greatly enhance positive outcomes through their incorporation is undeniable. Digital government transformation and innovative disaster risk reduction go hand in hand. It is also important to ensure that disaster-risk management and adaptation are included in all political, economic and development decision-making processes to avoid planning that does not take into account possible risks. Countries in Africa must also be able to address the climate-induced risks of tomorrow.

Despite these many challenges, there also innovative examples across the continent of countries that are effectively promoting sound policymaking and that are adopting risk management frameworks. The pandemic has provided the opportunity to build public sector capacity to achieve sound policy making through better risk management. Moving forward, governments should equip society with the proper knowledge, tools, and planning for future unknown shocks that could disrupt social and economic stability.

Looking at countries like China where challenges such as inequality in society and poverty were reduced, it clearly emerges that both strategic planning and foresight were used and integrated into a vision and the plans developed. These plans have been then clearly linked to timelines. Also, there is a need for a robust social compact that brings together various players in society and takes forward a national plan interwoven both in the strategic plan and strategic foresight.

Strategic foresight and scenario planning should not be restricted to the public sector but entrenched in the private sector and used to ensure the attainment and implementation of policies. Digitalization is central to scenario planning and embeddedness within public policies that need to be considered.

To be done effectively, policy coherence requires a broader perspective. It requires political commitment at the highest level of government to ensure proper coordination across ministries and levels of government. Institutional building, sound policymaking and long-term planning, inclusiveness, and partnerships are essential to adjust from crisis mode to integrated policy planning.

International coherence is also important. The operation of the African Continental Free Trade Agreement (AfCFTA) was hamstrung by closing of borders and disruptions in supply chains as a result of COVID-19. Governments need to ensure that proper institutions are set up to deal with issues of international coherence. At all levels, it is important that there is no unnecessary proliferation of institutions, but that integration is maintained.

The Regional Webinars on Sound Policymaking are a good practice and should continue. They provide an important peer-to-peer method of learning and education, including on global research, regional interventions, and national country examples. The CEPA principles need to be systematically introduced into the APRM Manual being prepared in 2022 and integrated into planning systems of government. The APRM should further raise awareness and understanding of the principles and of the Curriculum on Governance for the SDGs, which should be integrated into the Manual and the activities it is organizing at the regional level.

Annex I - Agendas of the Webinar Series



United Nations | Department of Economic and Social Affairs



Risk management in Africa in response to COVID-19

Regional Webinars in Africa: Resilience and Recovery from COVID-19 through Sound Policymaking

Tuesday, 16 November 2021 8-10 AM (Eastern Standard Time)
3-5 PM (South Africa Standard Time)




United Nations

Department of Economic and Social Affairs

In collaboration with the African Peer Review Mechanism (APRM) and with the support of Resident Coordinators Offices



Risk management in Africa in response to COVID-19

TIME	AGENDA
08:00 - 08:15	Setting the stage: How can the principles of effective governance help recovery from COVID-19: the role of risk management Maria Francesca Spatolisano, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, (UN DESA) Geraldine Fraser-Moleketi, Chair, Committee of Experts on Public Administration (CEPA)
08:15 - 08:25	Risk Management Frameworks Rolf Alter, CEPA member, Senior Fellow, Hertie School, previous Director OECD on Public Governance
08:25 - 08:40	Discussion Session
08:40 - 08:55	Raniya Sobir , UN DESA consultant and author of the paper on Risk management in Africa in response to COVID-19 Presentation of preliminary findings of the paper on risk management: state of play of 5 countries and recommendations
08:55 - 09:15	Plenary discussion facilitated by APRM/ UN DESA Feedback and comments on the findings of the paper and discussion among participating countries on the paper's key recommendations
09:15 - 09:30	Presentation on risk management by a good practice country (Sierra Leone) John Vandy Rogers, Deputy Director General National, Disasters Management Agency at the Office of National Security, Sierra Leone Babatunde A Ahonsi, UN Resident Coordinator Sierra Leone
09:30 - 09:50	Discussion and Q&A based on a presentation from Sierra Leone , facilitated by APRM/UN DESA
09:50 - 10:00	Follow up/ next steps on capacity building at national level by UN DESA and APRM Sara Tawfik Hamouda, Agenda 2063 and SDG Expert, African Peer Review Mechanism Veronique Verbruggen, Senior Interregional Advisor Governance, UN DESA



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Strategic planning and foresight in Africa in response to COVID-19

Regional Webinars in Africa: Resilience and Recovery from COVID-19 through Sound Policymaking

Tuesday, 8 December 2021 8-10 AM (Eastern Standard Time)
3-5 PM (South Africa Standard Time)





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Department of Economic and Social Affairs

In collaboration with the African Peer Review Mechanism (APRM) and with the support of Resident Coordinators Offices



Strategic planning and foresight in Africa in response to COVID-19

TIME	AGENDA
08:00 - 08:10	Setting the stage: How can the principles of effective governance help recovery from COVID-19: the role of strategic foresight Adriana Alberti, Chief of Programme Management and Capacity Development Unit, DPIDG, UN DESA
08:10 - 08:25	Strategic planning and foresight Marius Oosthuizen, Director of the Centre for Leadership and Dialogue and a member of faculty at the Gordon Institute of Business Science (GIBS), University of Pretoria, South Africa
08:25 - 08:35	Plenary discussion/ Q&A (facilitated by UN DESA) in response to the frameworks and approaches presented by M. Oosthuizen
08:35 - 08:50	Presentation of preliminary findings of the paper on strategic planning and foresight: state of play of 5 countries and recommendations Masse Lô, UN DESA Consultant and author of the paper on strategic foresight in Africa in response to COVID-19
08:50 - 09:05	Plenary discussion and Q&A (facilitated by APRM) Reactions on the recommendations, including from African countries analysed in the paper and discussion.
09:05 - 09:25	Presentation on a good practice country for strategic foresight (Cabo Verde) João Ilídio da Cruz Tavares, member of the Board of Directors of ARAP, Director of the Strategic Planning Service, Monitoring and Evaluation at the National Planning Directorate – Ministry of Finance Sebastien Vauzelle, Senior Economist of the UNRCO in Cabo Verde
09:25 - 09:45	Q&A and plenary discussion following the good practice presentation
09:45 - 10:00	Closing Remarks Geraldine Fraser-Moleketi, Chair of the Committee of Experts on Public Administration, Dean at Nelson Mandela University in South Africa Follow up/ next steps on capacity building at national level by UN DESA and APRM Stefania Senese, Programme Management Officer, DPIDG, UN DESA Sara Tawfik Hamouda, Agenda 2063 and SDG Expert, African Peer Review Mechanism



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Policy coherence in Africa in response to COVID-19

TIME	AGENDA
08:00 - 08:10	Setting the stage: How can the principles of effective governance help recovery from COVID-19: the role of policy coherence Prof. Eddy Maloka, Chief Executive Officer, APRM Ms. Adriana Alberti, Chief, PMCDU, DPIDG / UN DESA
08:10 - 08:25	Presentation of the CEPA Strategy Guidance Note on Promotion of Coherent Policymaking Mr. Mats Nilsson, Executive Director, Stockholm Environment Institute
08:25 - 08:40	Q&A on the Framework Presented and How Relevant Policy Coherence is in Response to COVID-19 based on Experiences
08:40 - 08:55	Presentation of Preliminary Findings of the Paper on Policy Coherence: State of Play of Five Countries and Recommendations Ms. Ivonne Lobos Alva, Research Fellow at the Stockholm Environment Institute (SEI)
08:55 - 09:10	Q&A on Recommendations and Findings of the Paper on Policy Coherence
09:10 - 09:25	Presentation on Policy Coherence in Uganda Dr. Albert A. Musisi, Commissioner, Macroeconomic Policy Department, Ministry of Finance, Planning and Economic Development, Uganda
09:25 - 09:40	Q&A on the Good Practice of Policy Coherence in Uganda
09:40 - 09:50	Presentation of the Curriculum on Governance, Toolkit on Institutional Arrangements for Policy Coherence Ms. Stefania Senese, Programme Management Officer, PMCDU, UN DESA
09:50 - 09:55	Concluding Remarks and Recommendations Ms. Geraldine Fraser-Moleketi, Chair, Committee of Experts on Public Administration (CEPA)
09:55 - 10:00	Follow up/ Next Steps on Capacity Building at National Level by UN DESA and APRM Ms. Sara Tawfik Hamouda, Agenda 2063 and SDG Expert, African Peer Review Mechanism Ms. Adriana Alberti, Chief, PMCDU, DPIDG / UN DESA



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Annex II- Reading Material and Webinar Documents

Risk Management

- [Event page](#)
- [Concept note and agenda](#)
- [CEPA Booklet on the "Principles of Effective Governance for Sustainable Development](#)
- [Virtual Workshop on Sound Policymaking for the SDGs](#)
- [Principles of Effective Governance for Sustainable Development \(UNPAN page\)](#)
- [Curriculum on Governance for the SDGs:](#)
 - [Toolkit on Strengthening Institutional Arrangements and Governance Capacities for Policy Coherence;](#)
 - [Toolkit on Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience;](#)
- [APRM Baseline Study - Implementation of the UN CEPA Principles of Effective Governance for Sustainable Development in Africa;](#)
- [APRM - Targeted Review on Health Governance and Covid-19 Response in the Republic of Sierra Leone](#)
- [CEPA strategy guidance note on Risk management frameworks \(February 2021\)](#)
- [Handbook on Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience;](#)
- [Statement by ASG Ms. Maria Francesca Spatolisano](#)
- [Statement by CEPA Chair Ms. Geraldine Fraser-Moleketi](#)
- [Remarks by Mr. Rolf Alter;](#)
- [Presentation by Ms. Raniya Sobir](#)
- [Presentation by Mr. John Vandy Rogers](#)
- [Bio of all speakers](#)
- [Photos](#)
- [Survey](#)
- [Recording](#)

Strategic Planning and Foresight

- [Concept note and agenda](#)
- [CEPA Booklet on the "Principles of Effective Governance for Sustainable Development](#)
- [Virtual Workshop on Sound Policymaking for the SDGs](#)
- [Principles of Effective Governance for Sustainable Development \(UNPAN page\)](#)
- [Curriculum on Governance for the SDGs:](#)
 - [Toolkit on Strengthening Institutional Arrangements and Governance Capacities for Policy Coherence;](#)
 - [Toolkit on Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience;](#)
- [APRM Baseline Study - Implementation of the UN CEPA Principles of Effective Governance for Sustainable Development in Africa;](#)
- [APRM - Targeted Review on Health Governance and Covid-19 Response in the Republic of Sierra Leone.](#)
- [CEPA strategy guidance note on Strategic planning and foresight \(February 2021\);](#)
- Paper on needs assessment and related case study/ies on strategic foresight in Africa in response to COVID-19;

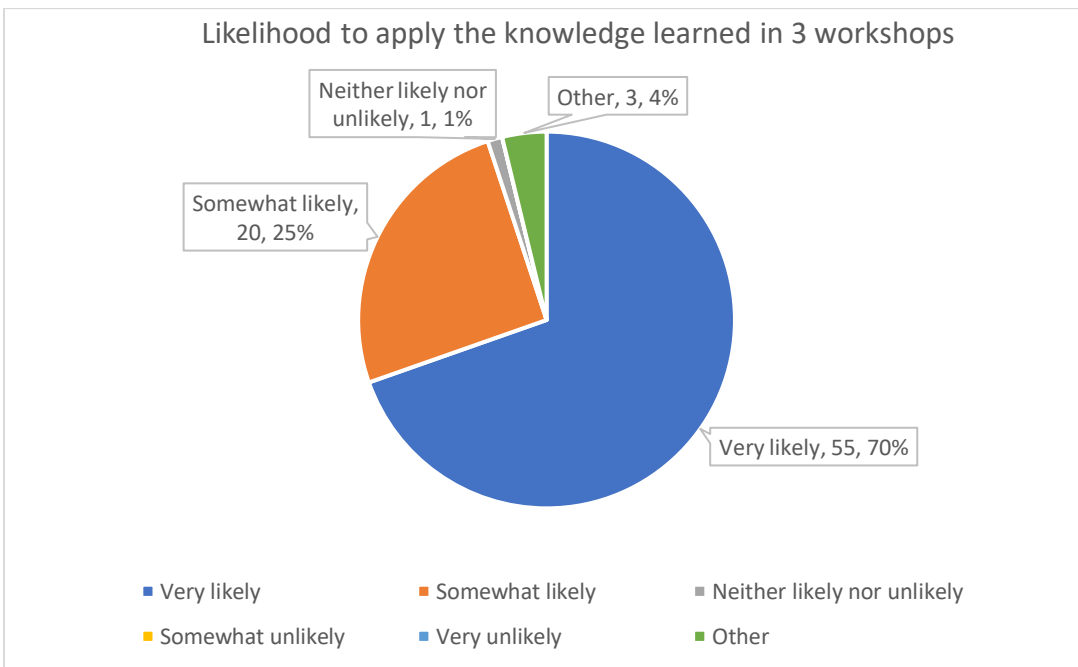
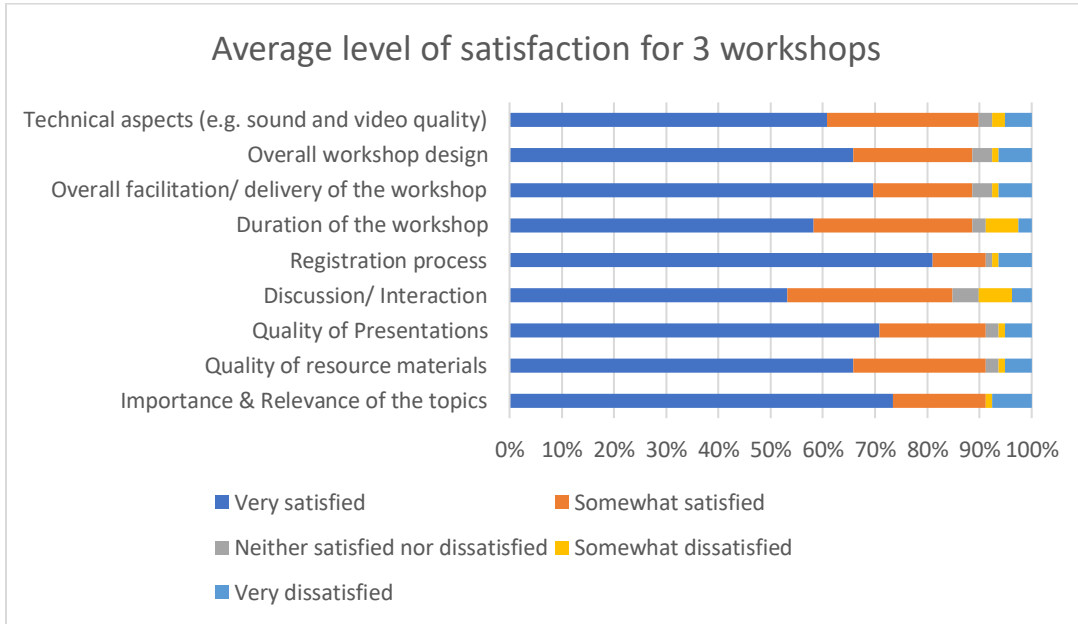
- [Agenda - Slides of introduction](#)
- [Statement by Marius Oosthuizen](#)
- [Statement by Masse Lô](#)
- [Statement by Joao Tavares and Sebastien Vauzelle](#)
- [Bio of speakers](#)
- [Photos](#)
- [Survey](#)
- [Recording](#)

Policy Coherence

- [CEPA strategy guidance note on Promotion of coherent policymaking \(February 2021\);](#)
- [Paper on needs assessment and related case study/ies on policy coherence in Africa in response to COVID-19 \(by Ivonne Lobos Alva\);](#)
- [Opening remarks by Mr. Ferdinand Katendeko](#)
- [Presentation by Ms. Adriana Alberti;](#)
- [Presentation by Mr. Måns Nilson;](#)
- [Presentation by Ms. Ivonne Lobos Alva](#)
- [Presentation by Dr. Albert Musisi](#)
- [Presentation by Ms. Stefania Senese](#)
- [Closing remarks and recommendations by Ms. Geraldine Fraser-Moleketi](#)
- [Photos](#)
- [Bio of Speakers](#)
- [Survey](#)
- [Recording](#)
- **For more information** on each webinar, click on relevant link : [1st webinar](#) (16 November), [2nd webinar](#) (8 December) and [3rd webinar](#) (17 January 2022).

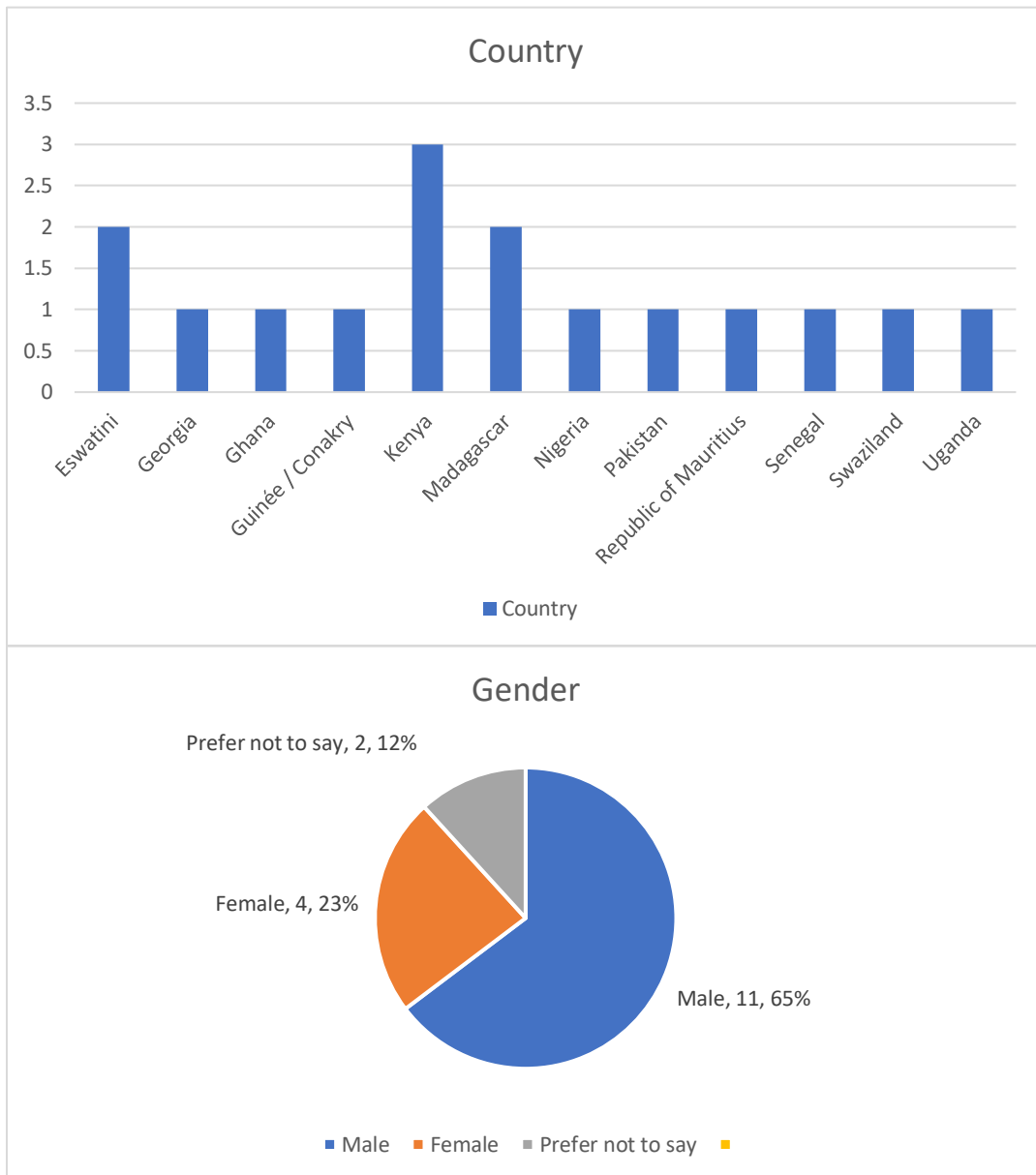
Annex III- Participant Feedback Survey

Combined feedback from the three workshops

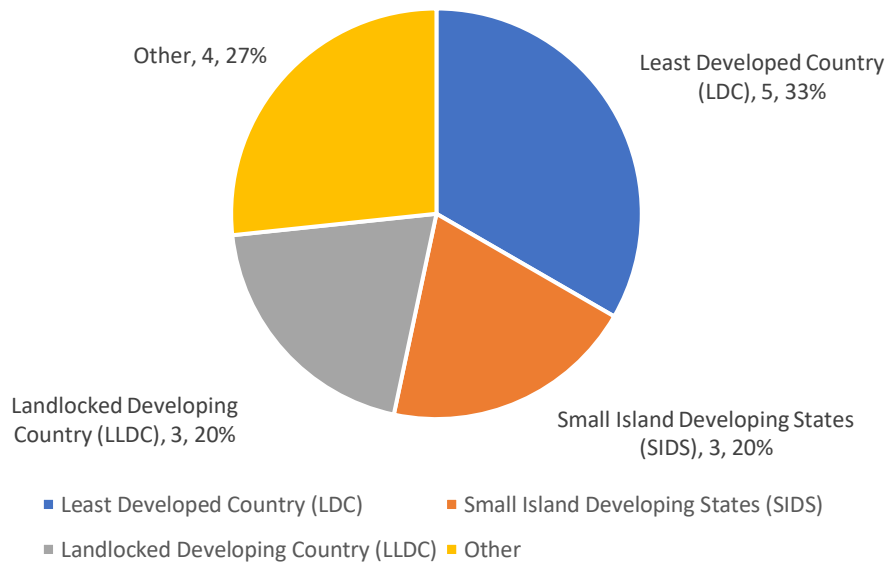


Risk Management

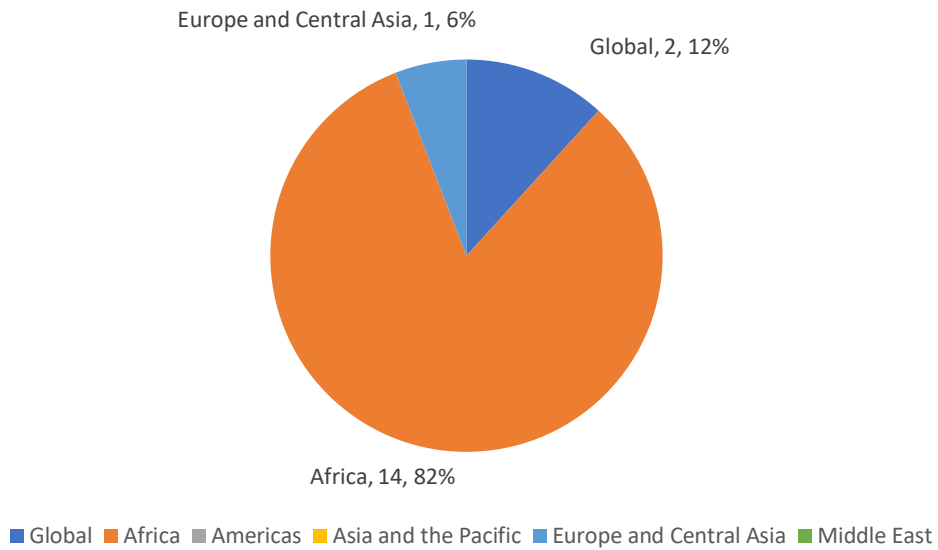
17 responses were received from several countries in Africa with 65% of participants being males and 23% females. Seventy three percent of the participants were from countries in special situations and 82% were from Africa. Among the participants, 41% were from national governments. 82% of the participants stated that their level of satisfaction was very high.

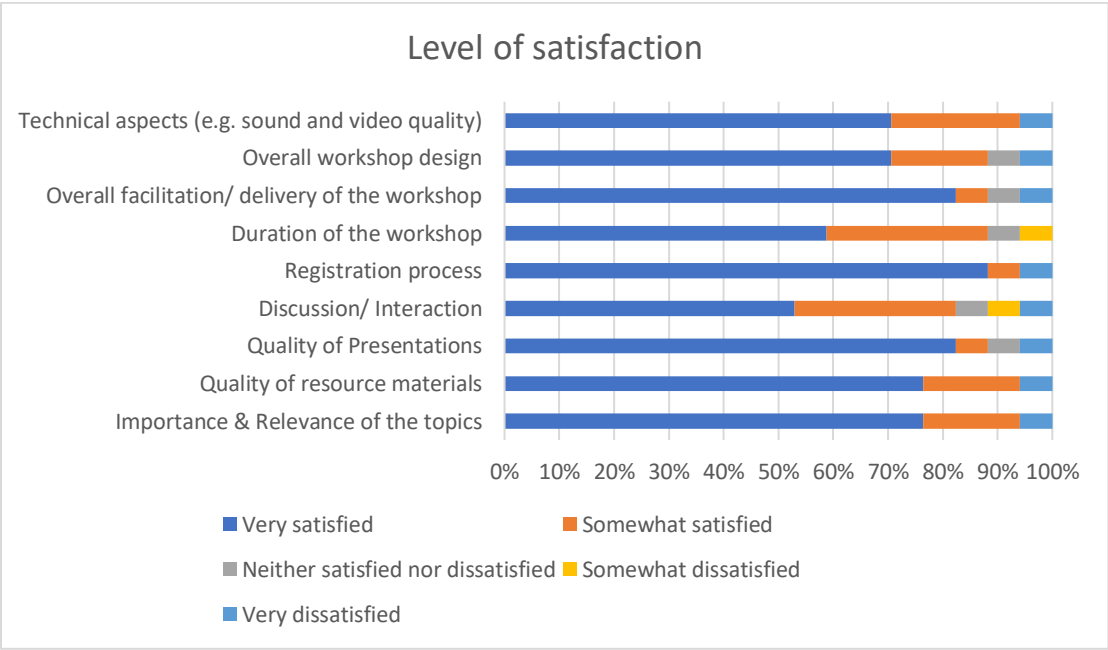
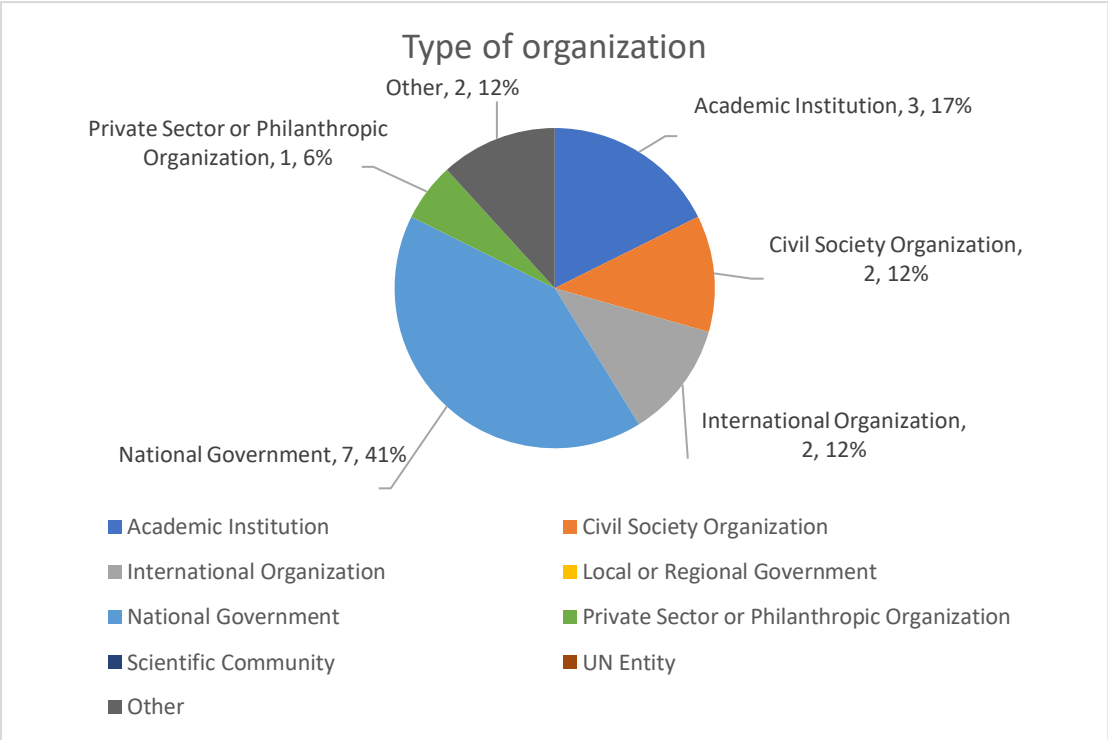


Country category

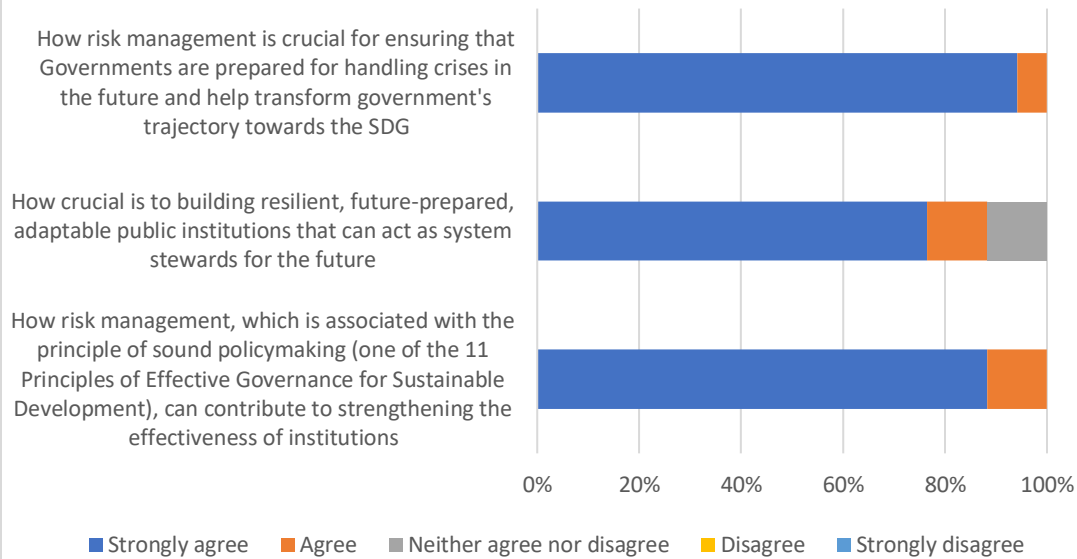


Region of organization

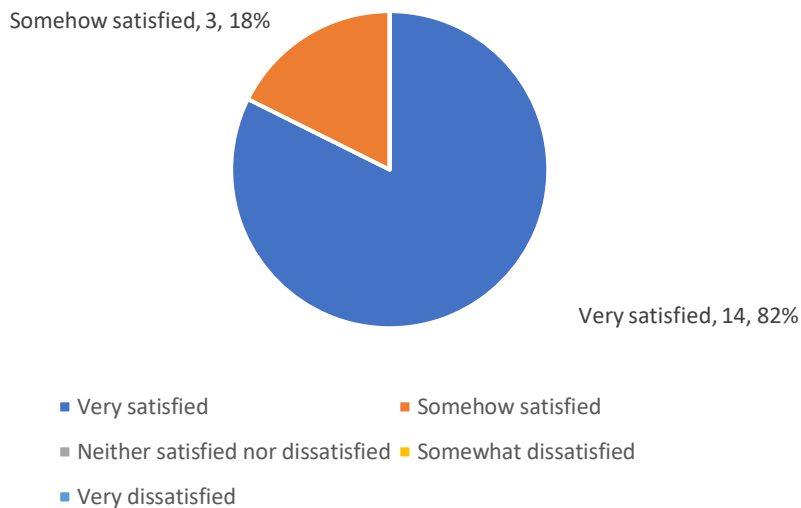




The Workshop enhanced my understanding of



Overall, how satisfied were you with the Workshop?



What did you like most and least about the Webinar, and how can it be improved?

Participants stated that the topic was very important, and the case studies presented were vivid examples of real-life situations. They appreciated the quality of the speakers and resource persons. They also pointed out that the session could have been longer, and more time allocated to discussions and engagement of participants. Some participants highlighted the need for interpretation in French for the non-anglophone speakers.

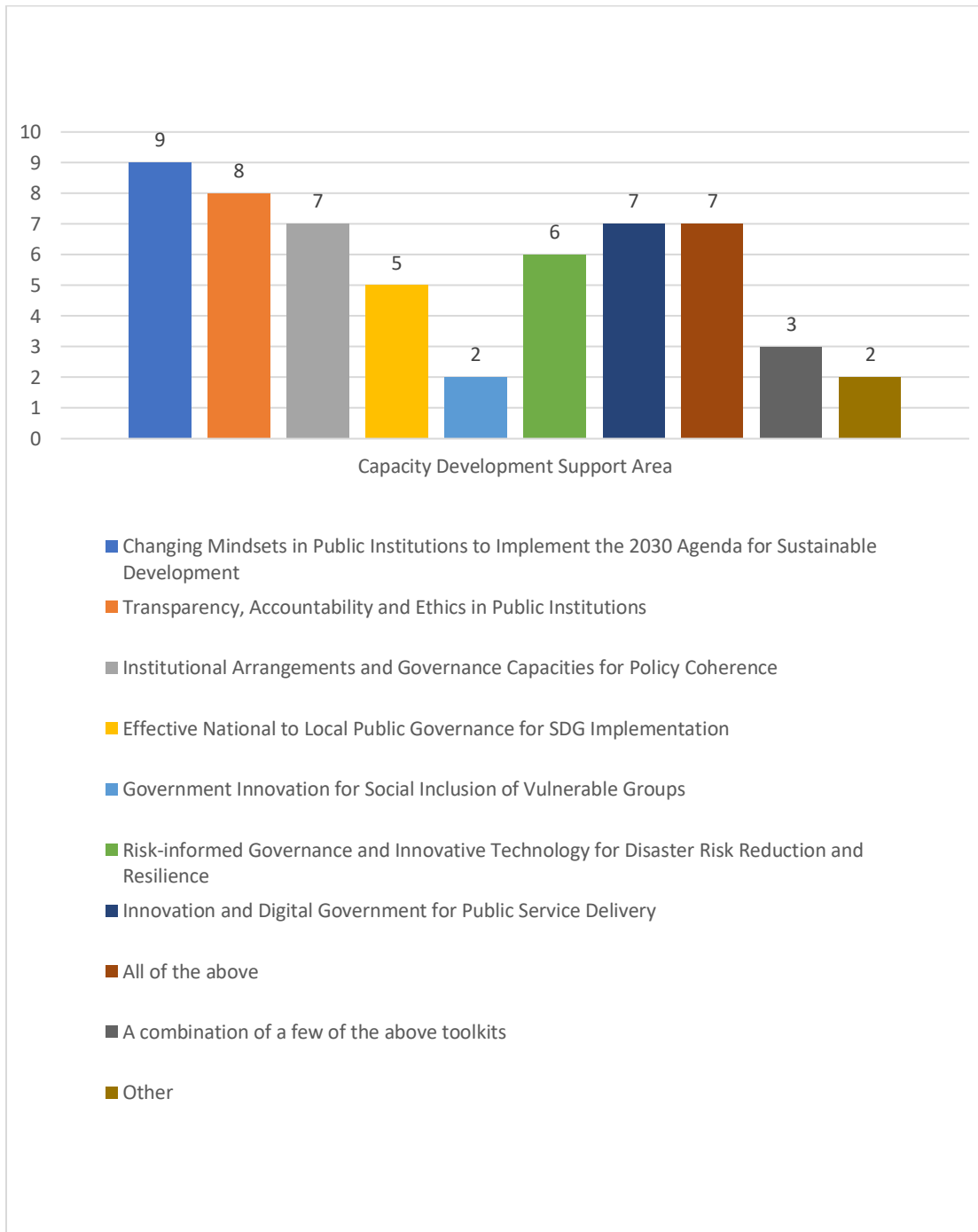


What follow-up actions will you take to implement the knowledge gained?

Participants highlighted the following actions they would take as a follow up: appreciating risk management and how it may impact on the organization’s risks in general and operational risks in specific; giving feedback to colleagues; continuing to advocate for the implementation of risk management in the public services; attending more webinars to enhance knowledge; undertaking an action plan; reaching out to get feedback regarding performance; organizing capacity building for staff to enhance their knowledge on risk management and enabling them to apply the basic principles in their work; sharing knowledge and ideas; engaging key stakeholders in government to share knowledge gained and recommending improvements in policies; identifying and mapping risks; and implementing the knowledge gained in risk management policies and research in close cooperation with the Global Risk Forum (GRF) Davos.

Participants noted that they are interested in capacity development on risk management at the national level and that the central government should play a leading role and the Minister of Finance should be invited; that they would like to attend more trainings on strategic foresight; that capacity development is a key instrument for facilitating risk management – engagement of trained personnel would enable achieving this task at the national level with a view to strategize on sound and effective policy-making; brainstorming with public authorities to enable them to take effective decisions in line with the SDGs; and how to better engage national counterparts to accelerate SDG implementation, especially that of SDG 16.

I would be interested in capacity development support in the following areas.



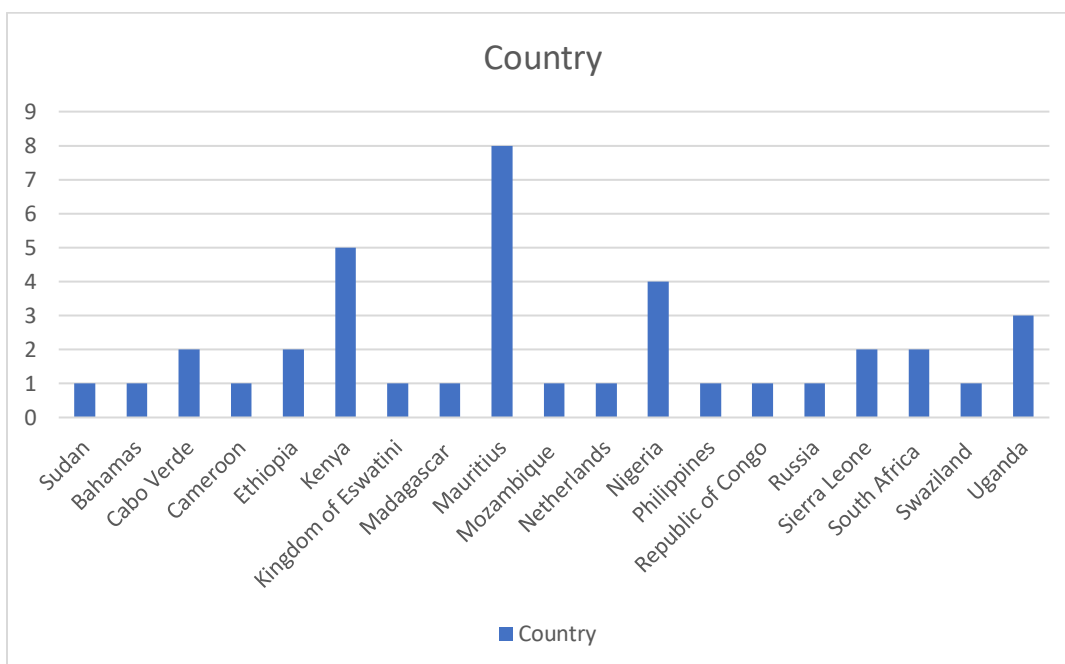
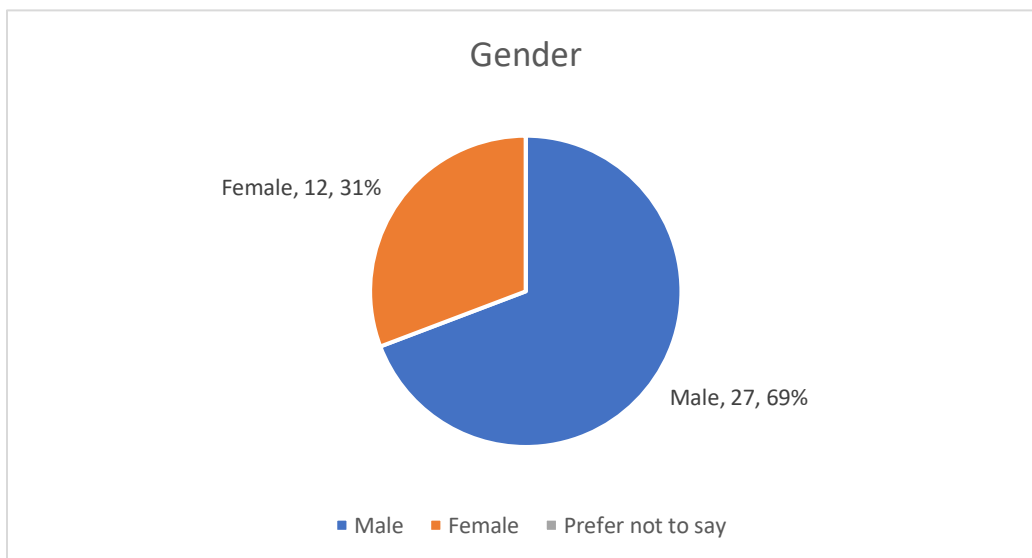
I would like to receive more information on the following.

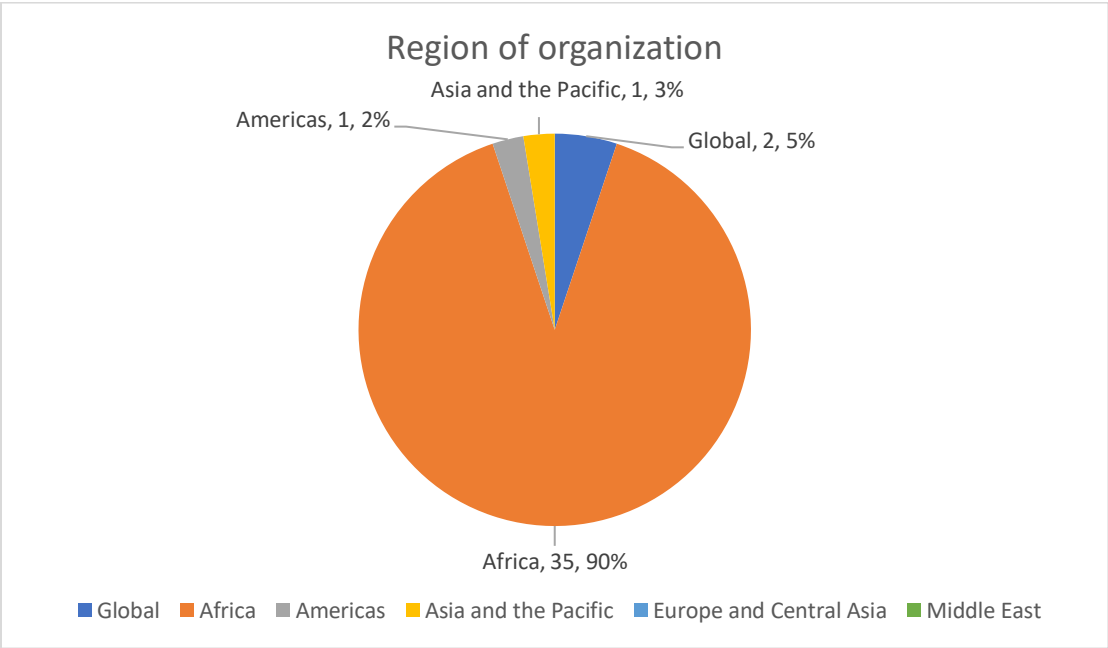
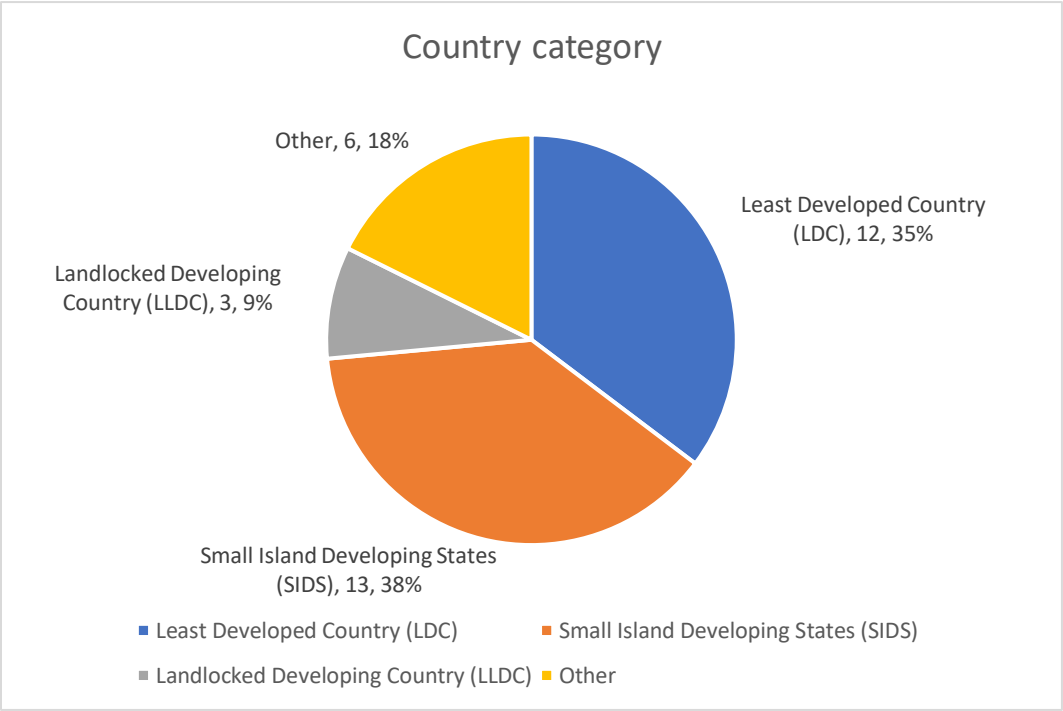
Participants mentioned they would like to receive more information on the following: how to improve governments resilience to disasters; risk-informed governance and innovative technology for Disaster Risk Reduction; the link between public governance and the private sector; the Toolkits of the Curriculum on Governance for Implementing the SDGs; effective collaboration/partnership components; innovation,

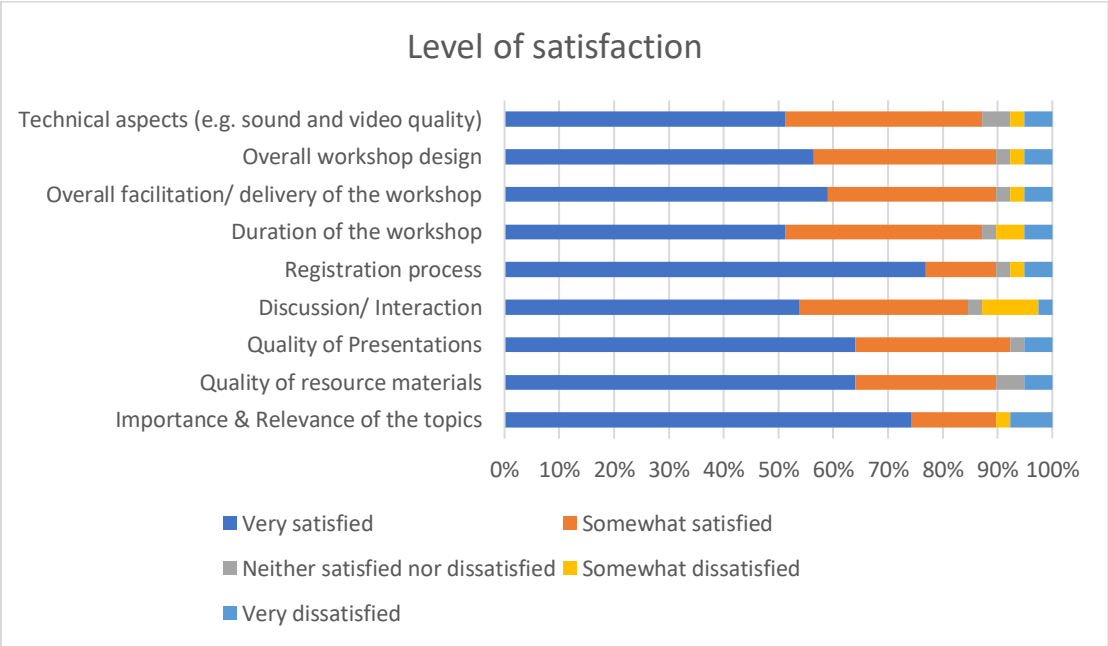
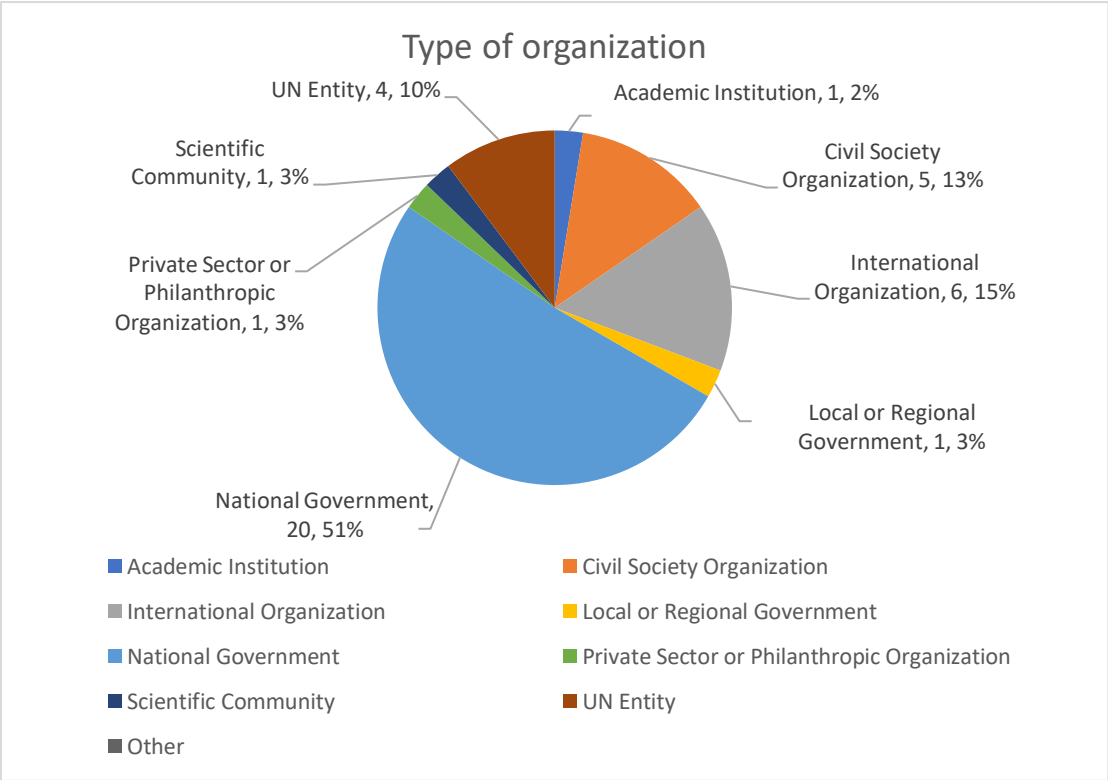
digital transformation and digital government for public service delivery; risk management and disaster resilience; risk-mapping; development and economy; and effective national to local public governance for SDG implementation.

Strategic Planning and Foresight

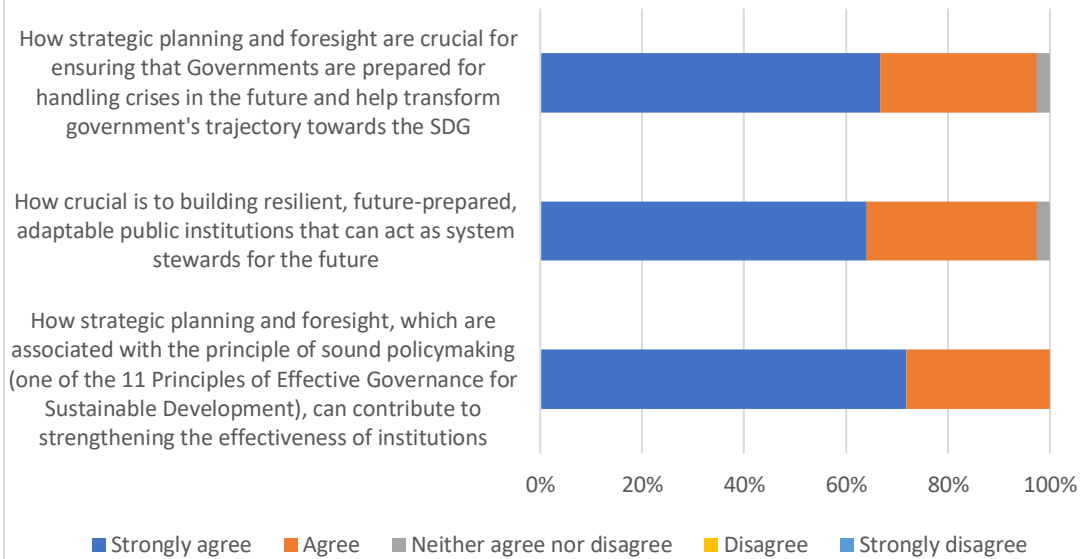
39 responses were received from several countries with 69% of participants being males and 31% females. The African Region participated the most (90%). 38% of the participants were from Small Island and Developing States (SIDS) and 35% from Least Developed Countries. Among the participants, 20,5% were from national governments. 74% of the participants stated that their level of satisfaction was very high.



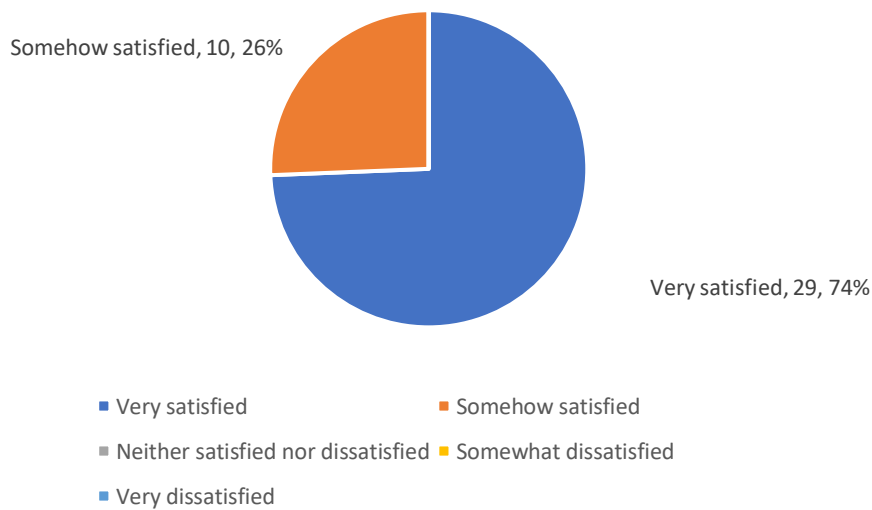




The Workshop enhanced my understanding of



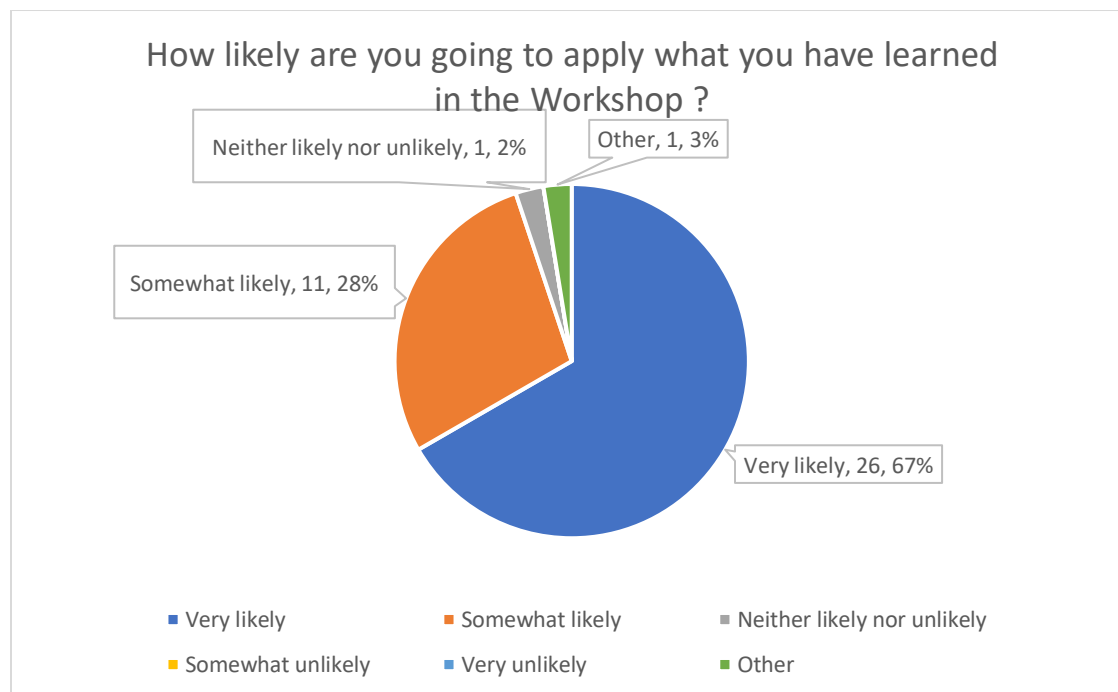
Overall, how satisfied were you with the Workshop?



What did you like most and least about the Webinar, and how can it be improved?

Participants stated that strategic planning and foresight associated with the principle of sound policymaking is relevant and can contribute to strengthening the effectiveness of institutions. They mentioned that strategic planning and foresight are vital topics and directly impact the future of humanity. They appreciated the quality of the speakers, discussions, and resource persons. They also pointed out

that the discussions and presentations were on point, but more time for discussion was needed because it was limited.



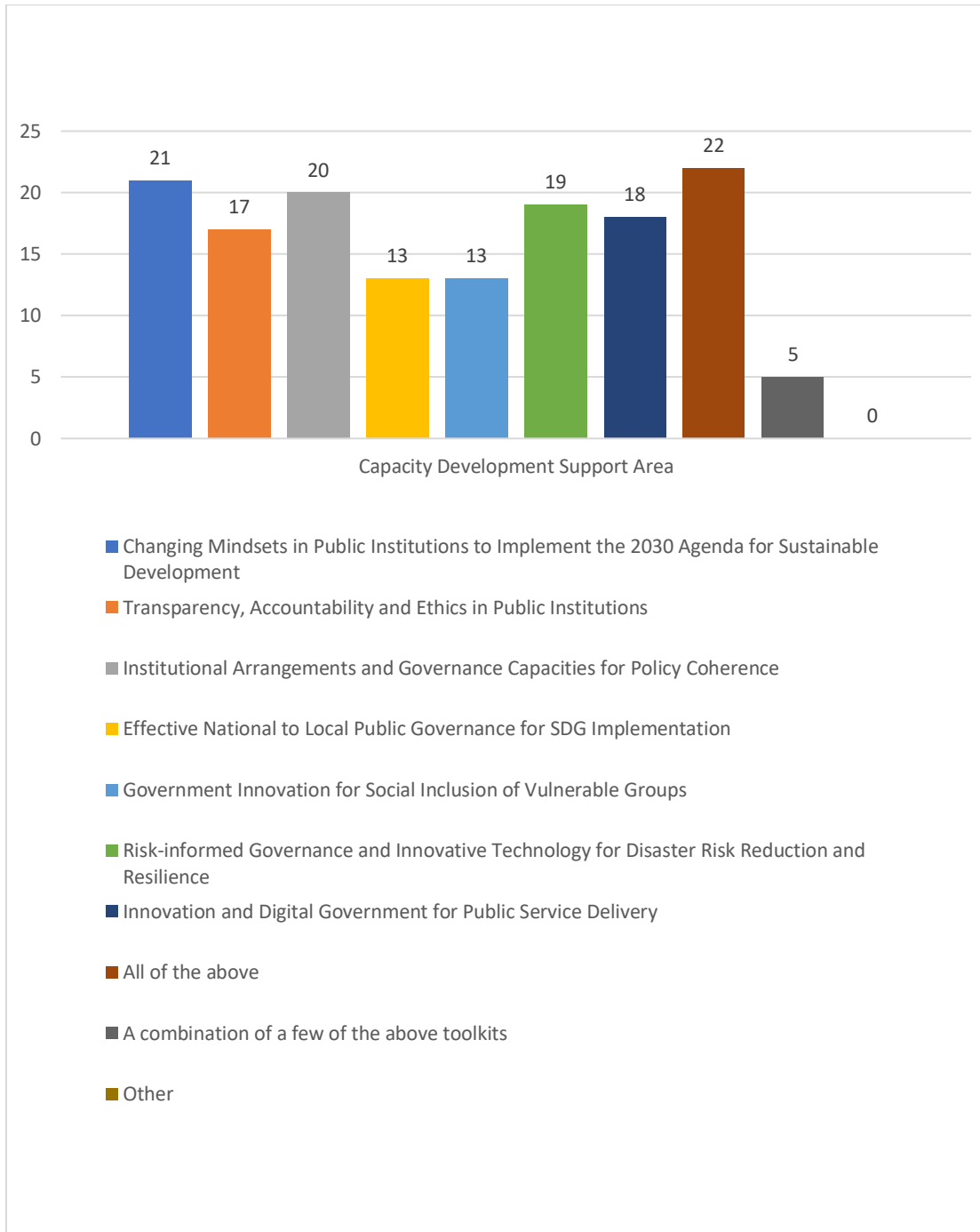
What follow-up actions will you take to implement the knowledge gained?

Some participants stated that they would consider discussing how to implement what was learned during the webinar with the Secretary to Cabinet and Head of the Civil Service. Others mentioned they would share with colleagues, have forum discussion groups, and continue learning.

Are you interested in further follow up on capacity building activities at national level on strategic planning and foresight?

Participants mentioned that they would be interested in exploring South-South and Triangular Cooperation opportunities on strategic planning and foresight. They mentioned that institutional and human capacity-building activities in strategic planning and foresight are essential. They underlined that COVID-19 has made it clear that there is a need to invest in capacity-building programs and collective action to address the wicked problems.

I would be interested in capacity development support in the following areas.



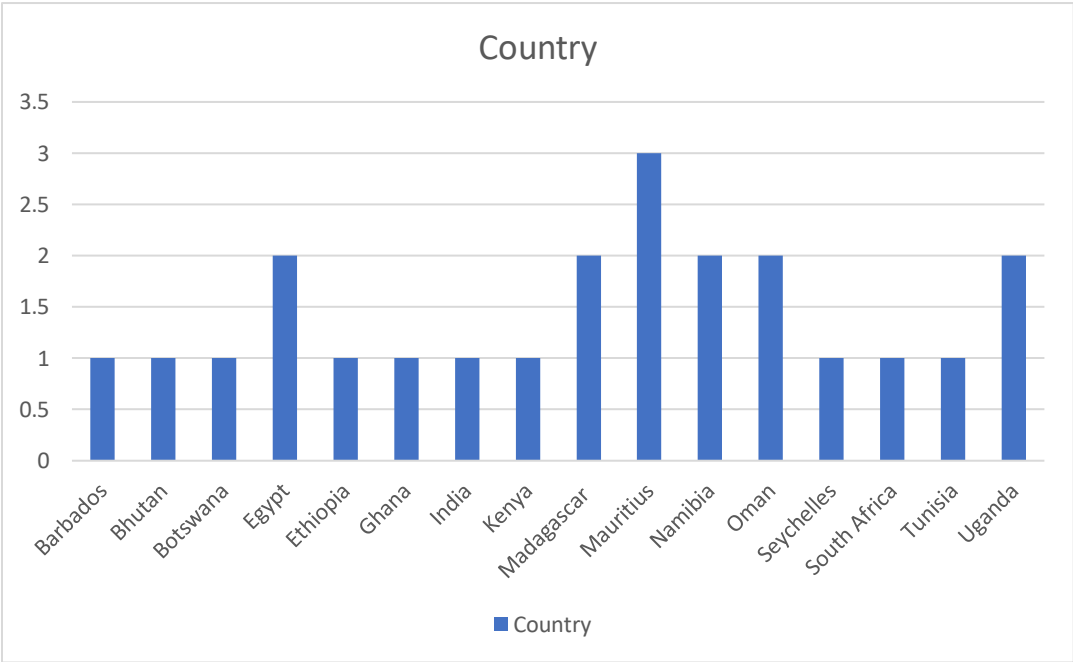
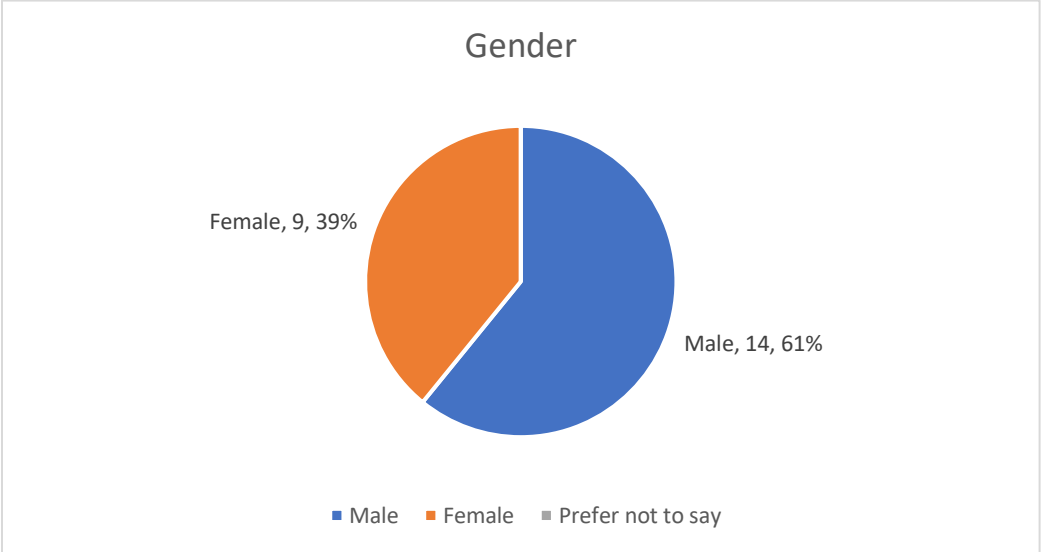
I would like to receive more information on the following.

Participants mentioned that they would be interested in receiving more information on how strategic planning and foresight, which are associated with the principle of sound policymaking (one of the 11 Principles of Effective Governance for Sustainable Development), can strengthen institutions' effectiveness. More information is also requested on institutional and human capacity building, especially

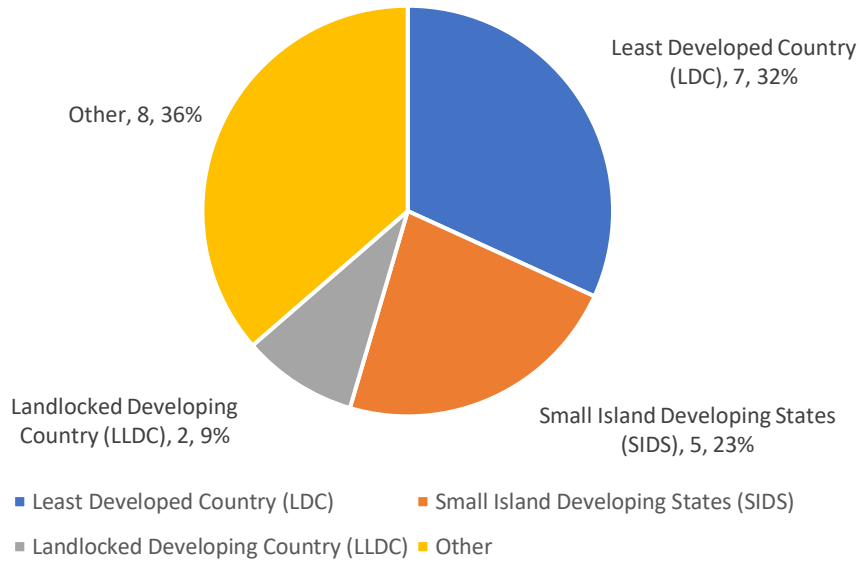
on strategic planning and foresight for effective, inclusive policymaking and health System Governance in the era of COVID-19. They would also like to receive support for innovation and digital government.

Policy Coherence

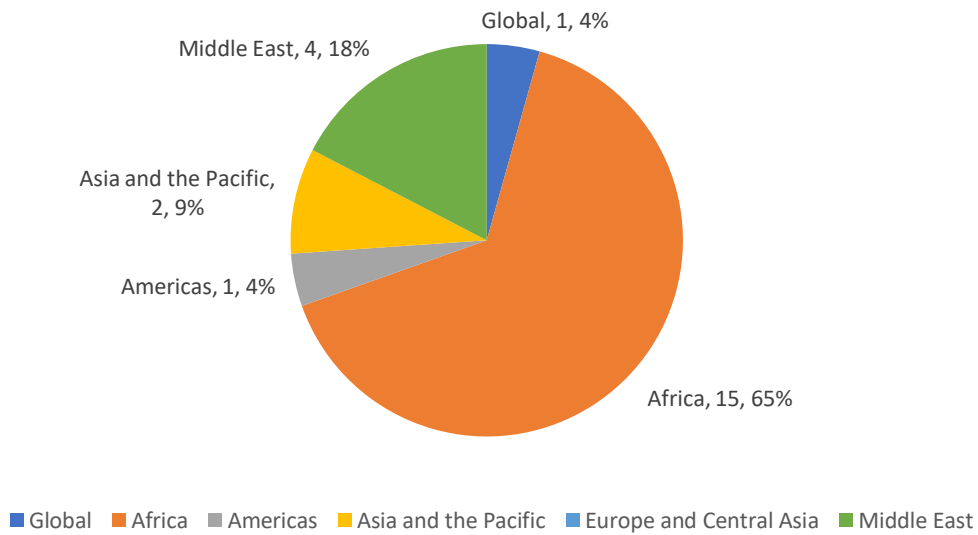
23 responses were received from several countries in Africa with 61% of participants being males and 39% females. 64% of the participants were from countries in special situations and 65% were from Africa. Among the participants, 11% were from national governments. 83% of the participants stated that their level of satisfaction was very high.

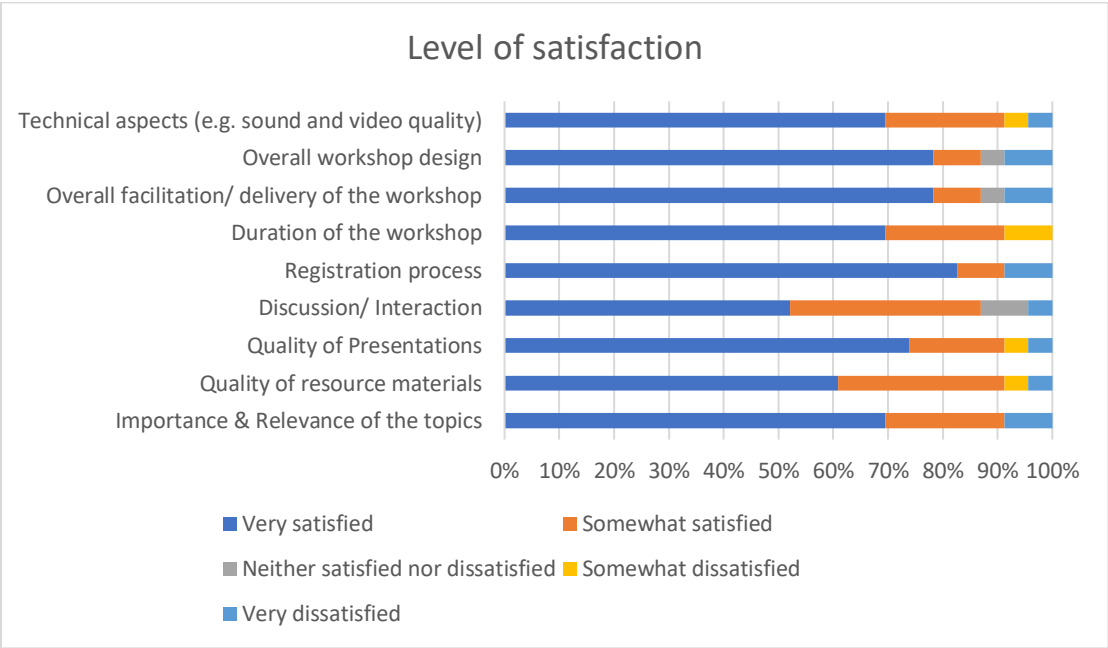
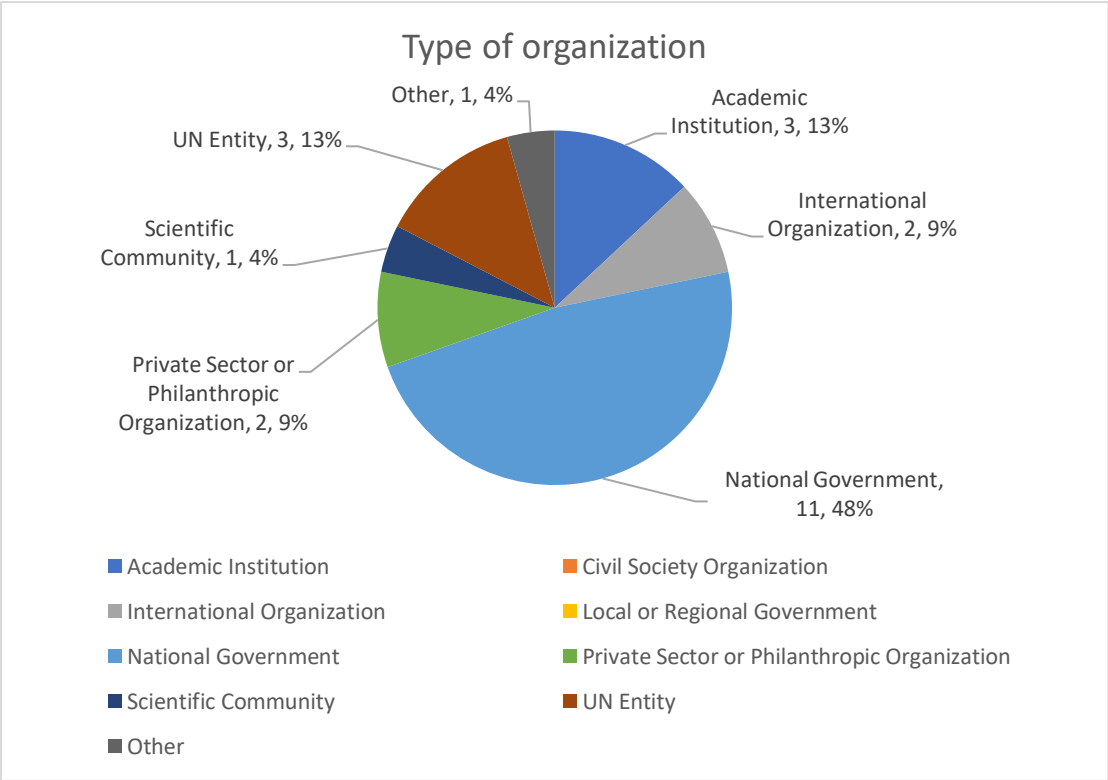


Country category

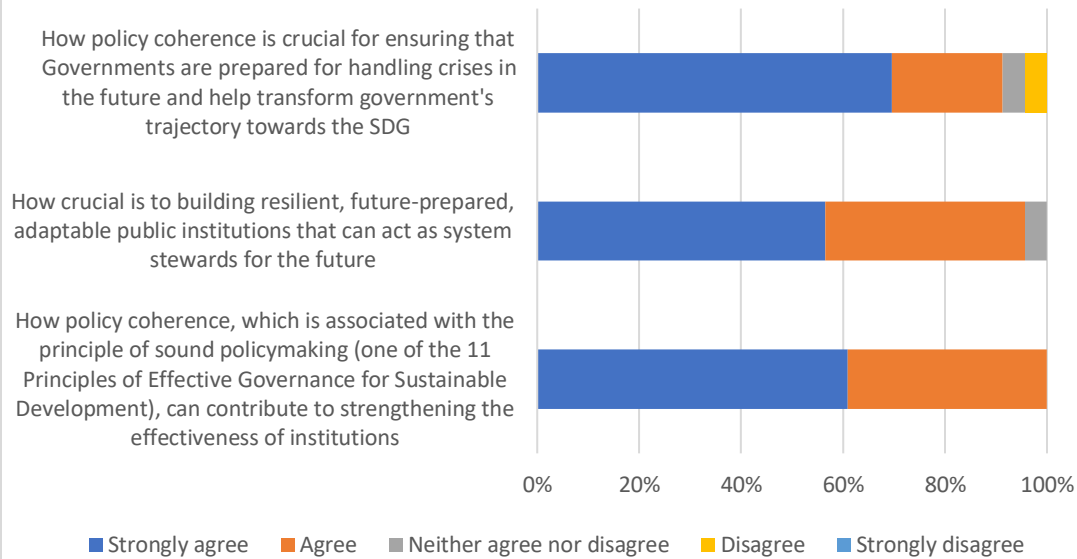


Region of organization

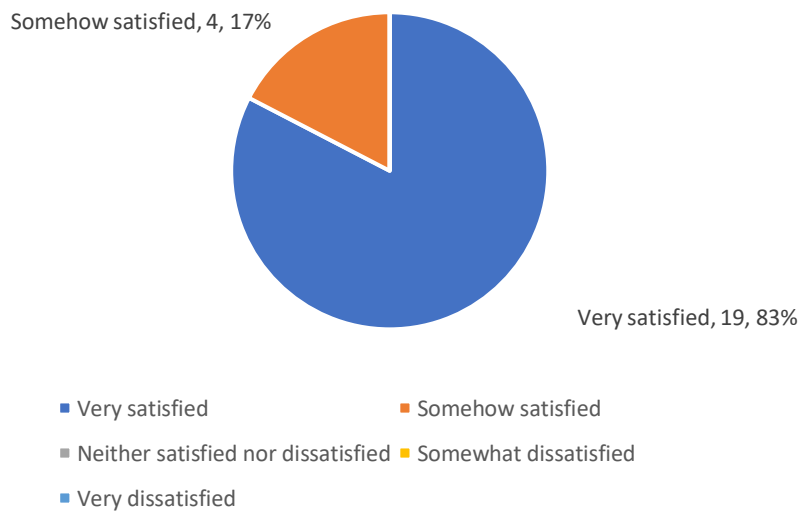




The Workshop enhanced my understanding of



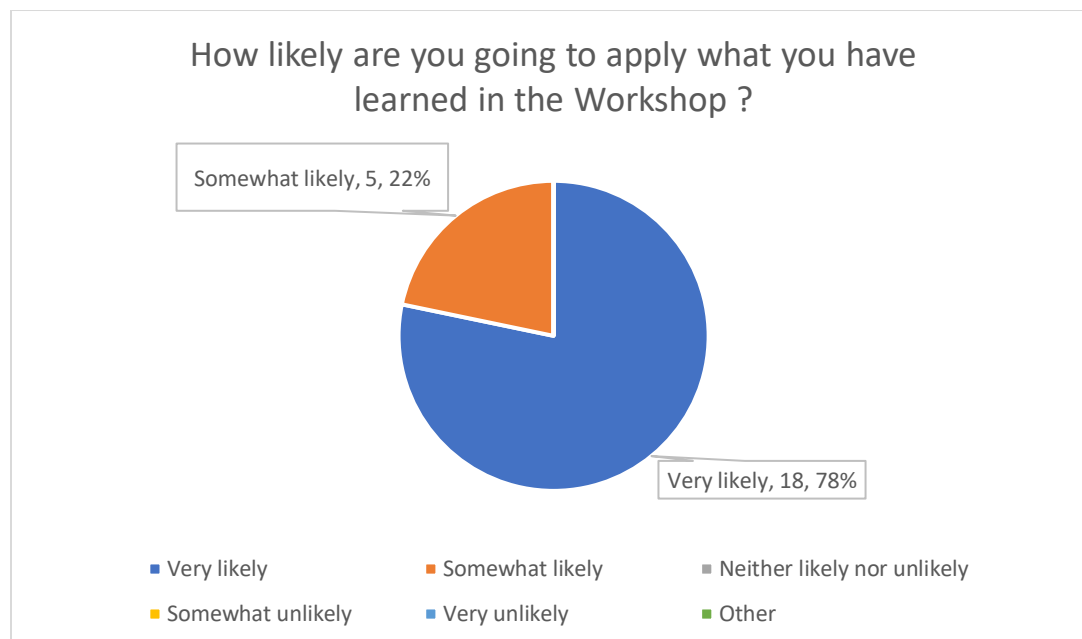
Overall, how satisfied were you with the Workshop?



What did you like most and least about the Webinar, and how can it be improved?

Participants stated that they appreciated the combination of the theoretical and practical application of the issues in the workshop, but also noted that more time should have been allocated to the case studies. Participants also noted that the opportunities for sharing country experiences was important. They noted that the design of the workshop was good, allowing audience interaction to increase dialogue and

understanding. Coherent policymaking was important in order for ministries to have a unified approach when an unexpected issue, such as COVID-19, occurs.



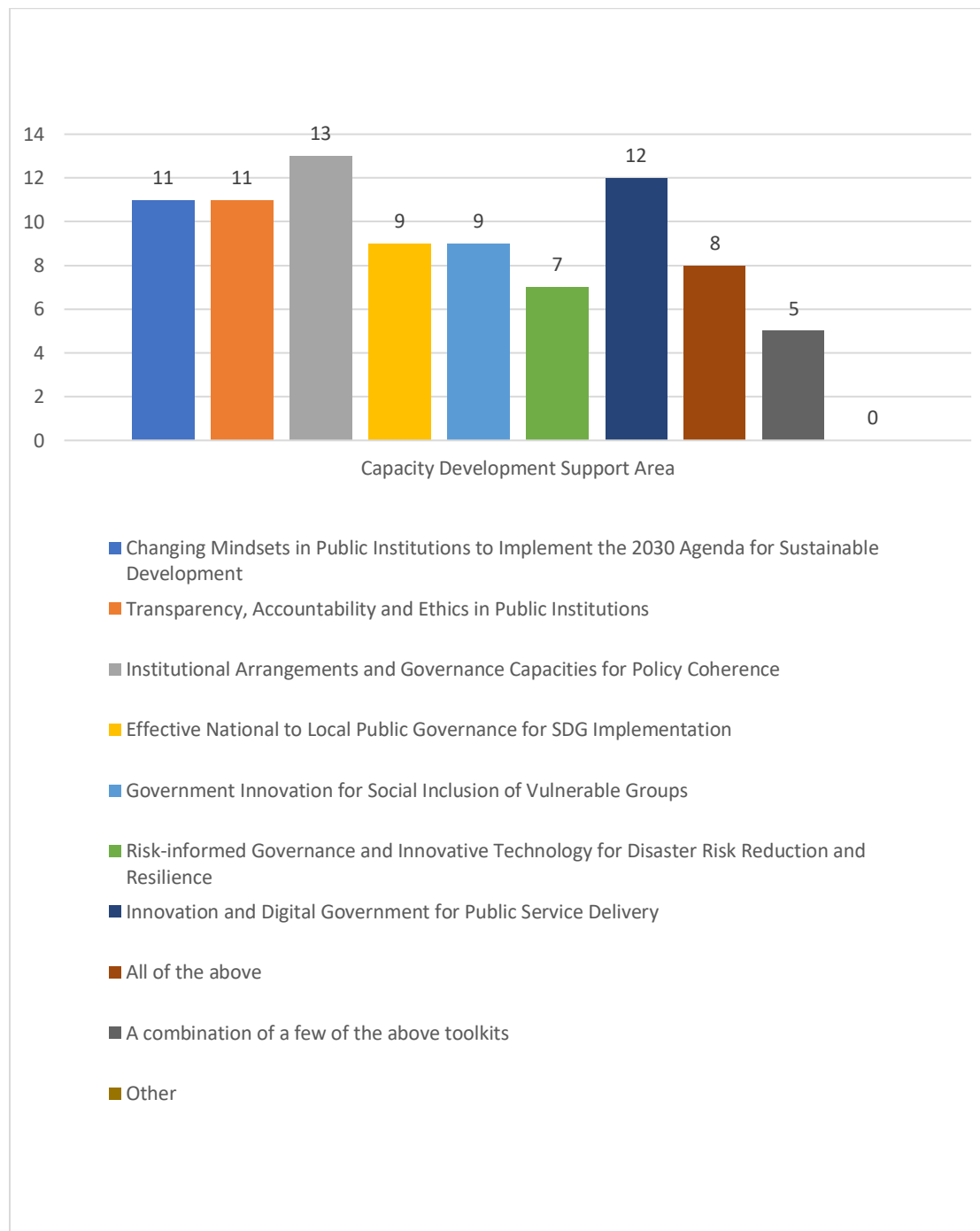
What follow-up actions will you take to implement the knowledge gained?

Participants noted that they would share the reports of the workshops with their ministries for appropriate action and implementation, and share resource materials and design training materials, conduct research, and organize conferences to discuss the issue of coherent policymaking further. In particular, it was stated that the review of the Botswana National Youth Policy would benefit greatly from the information gained through the workshop and the importance of engagement, inclusion and participation was noted. The disconnect between ministries and agencies in Kenya was highlighted, with the materials from the workshop going towards solving this problem.

All the participants who responded were interested in finding out more about capacity development initiatives on policy coherence. In particular, training on policy coherence could develop programmes to achieve priority targets for national governments. Participants were also interested in workshops with policymakers and stakeholders and designing of training programmes for more effective governance, including capacity building/training on the 11 CEPA principles. Participants expressed the view that capacity development programmes should be extended to the sub-national level.

Thirteen countries expressed interest in receiving capacity development support in institutional arrangements for policy coherence based on the Curriculum's toolkit (see below).

I would be interested in capacity development support in the following areas.



I would like to receive more information on the following.

Participants expressed their interest in finding out more information on the eleven principles of effective governance for sustainable development and the Curriculum on Governance for the SDGs. In particular, participants highlighted the toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, Strengthening Institutional Arrangements and Governance

Capacities for Policy Coherence, Government Innovation for Social Inclusion of Vulnerable Groups, and Innovation and Digital Government for Public Service Delivery as areas on which they requested further information.

For further information on capacity development activities on sound policymaking, contact:

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