



# ACCELERATING THE IMPLEMENTATION OF AGENDA 2030 ON SUSTAINABLE DEVELOPMENT

APPROACHES BY AFRICAN COUNTRIES IN THE  
LOCALIZATION AND IMPLEMENTATION OF  
SUSTAINABLE DEVELOPMENT GOALS (SDGS)



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## APPROACHES BY AFRICAN COUNTRIES IN THE LOCALIZATION AND IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT GOALS (SDGS)



**UN WOMEN EAST AND SOUTHERN AFRICA**  
CASE STUDIES FROM BOTSWANA, ETHIOPIA, KENYA, MALAWI, RWANDA,  
UGANDA AND ZIMBABWE

Nairobi, August 2017

# ACRONYMS

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AAAA	Addis Ababa Action Agenda
AUC	African Union Commission
DAG	Development Assistance Group
CSO	Civil Society Organization
GBV	Gender-Based Violence
GEWE	Gender Equality and Women's Empowerment
HLPF	High-level Political Forum
NDP	National Development Plan
SDGs	Sustainable Development Goals
SNV	SNV Netherlands Development Organization
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNSDF	United Nations Sustainable Development Framework
UNDG	United Nations Development Group
UNSDF	United Nations Sustainable Development Forum

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# EXECUTIVE SUMMARY

This report presents governments' approaches to the localization and implementation of the Sustainable Development Goals (SDGs) with specific reference to seven countries: Botswana, Ethiopia, Kenya, Malawi, Rwanda, Uganda and Zimbabwe. The report was developed through a collaborative process with selected governments via their representatives, UN Women country/multi-country offices and other stakeholders in East and Southern Africa. Initial data and information were collected from a regional consultation on Agenda 2030 for Sustainable Development and the African Union's Agenda 2063. The event was held on December 8 & 9, 2016 in Nairobi.<sup>1</sup>

This report is meant to increase learning among diverse actors, (including governments and non-state actors), and help replicate successful approaches and methodologies utilized by different governments in the localization and implementation of the SDGs. The report showcases how African governments should best approach the localization and implementation process to ensure the Agenda 2030 on SDGs is prioritized in national development plans and other interventions. This report is specifically intended to enhance knowledge sharing, learning and replication among African countries on SDG localization and implementation. It speaks to the implementation-related questions of African countries and illustrates the different approaches they have employed. Certain key elements appear throughout the document including: developing a road map for SDG implementation and localization, social mobilization/ awareness creation, integration into national development plans, prioritization, resource mobilization, monitoring and evaluation, and regional engagement. The report affirms that strong political commitment is a critical enabler of SDG implementation and localization. Notably, all countries showcased reflect the principle of "leaving no one behind" – including women and girls.

The selected case studies show how these governments **have prioritized integration of the SDGs into national development plans and/or related policies, legislation and frameworks** to facilitate local ownership and implementation, especially regarding the gender-specific goals.

**Stakeholder engagement is another critical enabler** of accelerating results for the SDGs with countries prioritizing partnerships that can revitalize achievement of the goals while also focusing on resource mobilization. While all the African governments studied in this report strive to mainstream the Agenda 2030 on SDGs in national development process, the publication showcases the variety of coordination mechanisms they employ. The seven countries analysed have initiated SDG social mobilization through community, political and stakeholder mobilization. They widely publicize their efforts to all stakeholders and citizens, including women and girls, to ensure buy-in and political support, and to mobilize all resources required – technical, financial or otherwise – to ensure operationalization of the Agenda.

**Despite these important enablers, there are critical challenges** including: inadequate political will; limited technical and financial resources; perceived challenges on prioritization of goals; and capacity gaps on localization, data and statistics on gender equality and women's empowerment. A further constraint regarding gender equality and women's

<sup>1</sup> *Regional consultation on Agenda 2063 and the SDGs and opportunities for promoting regional accountability on gender equality and women's empowerment with Regional Intergovernmental and Inter-parliamentary Bodies in East and Southern Africa.*

empowerment (GEWE) is the lack of standardized approaches to localization and implementation given that the only relevant lessons are those derived from the experience of operationalizing the Millennium Development Goals (MDGs).

The report notes that **implementation and localization efforts remain uneven and at different stages, weakly-resourced and uncoordinated** – all of which could hamper ownership, implementation efforts and accountability to the SDG agenda, and the attainment of the GEWE agenda in particular.

Countries reporting at the High-level Political Forum in 2017 with their Voluntary National Review reports – Botswana, Ethiopia, Kenya and Zimbabwe – described an additional challenge around the limited availability of sex-disaggregated and gender-specific data.

**This paucity of information constrains reporting on and accountability for the SDG targets.** The same challenge was experienced by Uganda during their Voluntary National Review at the High-level Political Forum in 2016.

# BACKGROUND AND CONTEXT

## THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

At the Summit for the Adoption of the Post-2015 Development Agenda on 25-27 September 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development. The Agenda is centred on 17 Sustainable Development Goals (SDGs) with 169 targets and is a global action plan to end poverty, protect the planet, and ensure prosperity for all. The 2030 Agenda, effective 1 January 2016, is the product of extensive consultations at local, national, regional and international levels, implying a level of consensus around what people, countries and regions want to derive from the development process over the next 15 years.

The SDGs seek to build on the Millennium Development Goals (MDGs) and complete what they did not achieve. The 20-year review and appraisal of the Beijing Platform for Action provided a global assessment of progress on achieving gender equality, women's empowerment and realizing women's human rights, as well as important lessons learned to accelerate the full and effective implementation of the Platform for Action. Member States also reached historic agreement on the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda (AAAA) on Financing for Development and the Paris Agreement on climate change.

The 2030 Agenda for Sustainable Development features the stand-alone Goal 5 to "Achieve gender equality and empower all women and girls" with over 50 gender-specific targets, out of the 169 targets.<sup>2</sup> It is important to note that all SDGs are relevant to the achievement of gender equality and the empowerment of women and girls, and that women's substantive and effective contributions are critical to achieving this goal. UN Women has provided analysis showing the relevance of each goal to gender

equality and women's empowerment. The publication showcases the relevance of all the 17 SDGs to the GEWE agenda, as well as how women and girls can — and will — be key to achieving each of these global goals. SDG-related efforts and interventions by the UN Women Regional Office for East and Southern Africa are also discussed under each goal, including our programmes, intergovernmental work and advocacy for policy change.<sup>3</sup>

### The 2030 Agenda and UN Women's Mandate in East and Southern Africa

The Sustainable Development Goals are at the core of the mandates of all United Nations agencies, funds and programmes. UN Women's mandate<sup>4</sup> includes:

- Supporting intergovernmental bodies in the formulation of policies, global standards and norms.
- Helping member states to implement these standards and providing suitable, technical and financial support to those countries that request it, and assisting them to forge effective partnerships with civil society.

<sup>2</sup> UN Women analysis on gender-specific SDGs and targets, conducted by Ms. Lakshmi Puri - Assistant Secretary General, Strategic Partnerships, Coordination and Intergovernmental Support Bureau.

<sup>3</sup> See <http://africa.unwomen.org/en/digital-library/publications/2016/03/women-and-sustainable-development-goals>

<sup>4</sup> See <http://www.unwomen.org/en/about-us/about-un-women>



- Leading and coordinating the UN system's work on gender equality as well as promoting accountability, including through regular monitoring of system-wide progress.

Within this mandate, UN Women was actively involved in advocacy and support for the Rio+20 Conference (June, 2012) that negotiated the Sustainable Development Goals, and for the intergovernmental process

that culminated in the adoption of the 2030 Agenda for Sustainable Development in September 2015. Agenda 2030 provides a strong foundation for the promotion of gender equality and women's empowerment through Goal 5 and a mainstreamed focus in all other goals. In line with a commitment to national ownership, this dual approach guarantees a more cohesive and coordinated approach to achieving GEWE.

## RATIONALE FOR THE REPORT

This analysis emerges from a UN Women regional consultation attended by stakeholders and representatives from Regional Intergovernmental and Inter-parliamentary bodies, namely: the African Union Commission (AUC), the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), Intergovernmental Authority on Development (IGAD), Southern Africa Development Community (SADC), Southern Africa Development Community Parliamentary Forum (SADC PF) and regional civil society (African Women's Development and Communication Network (FEMNET), East African Sub-regional Support Initiative for the Advancement

of Women (EASSI), Akina Mama Wa Africa and Civil Society Advisory Group representatives). These consultations were facilitated by UN Women's Regional Office for East and Southern Africa (UNWomen ESARO) and supported by the UN SDG Action Campaign, the UN Economic Commission for Africa (UNECA), the United Nations Development Programme (UNDP), and the governments of Botswana, Rwanda, Uganda and Zimbabwe. Different approaches, initiatives, and challenges were discussed.

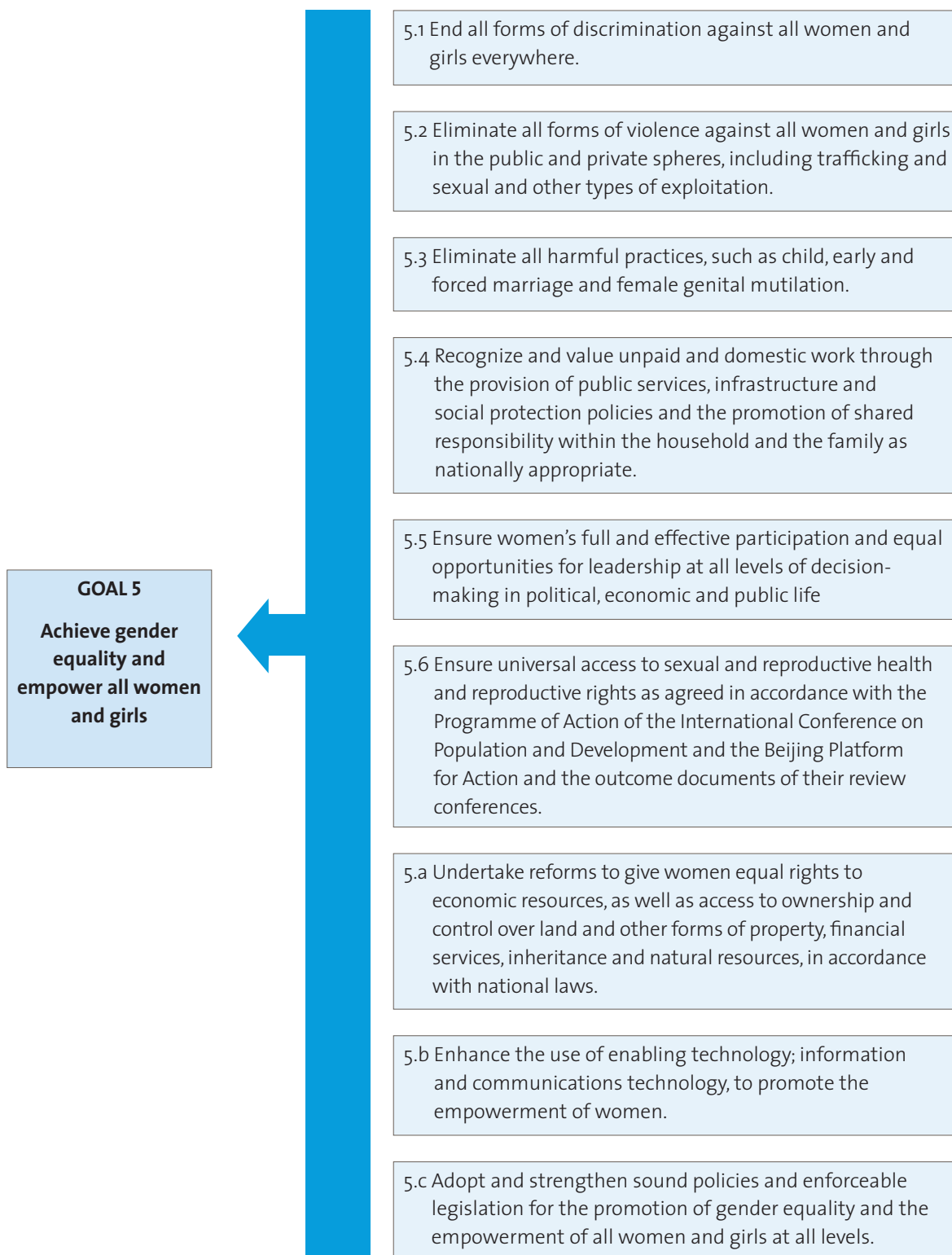
The consultations provided an opportunity to share lessons learned, good practices and critical enablers



for localization and implementation of the SDGs in Africa, and provided a forum for discussion on strategic priorities to strengthen regional efforts towards accelerated action on gender equality and women's empowerment within the framework of the Agendas 2030 and 2063. The consultations reaffirmed the commitment of African governments to a collective and effective implementation of gender equality within the SDGs and Africa's Agenda 2063. The event recognized the unity of purpose for African governments as well as their interdependence and respective roles and responsibilities in operationalizing GEWE commitments within both frameworks.

As part of data gathering and collection, a follow-up consultation was made with seven UN Women country/multi-country offices with the ESARO, to and agree on key areas to document. There were further consultations with national governments during which additional data was collected. Each country reported on specific issues comprising, approach, process, progress, challenges, regional engagements on SDG spaces, lessons learned and good practices; with the goal of accelerating learning in other African countries. The data collected was analyzed and shared with National governments for the purposes of validation.

## Goal 5 on Achieving gender equality and empowering all women and girls



## LOCALIZATION OF THE 2030 AGENDA ON SUSTAINABLE DEVELOPMENT

The concept of localizing the SDGs refers to the process of designing (or adjusting) national and subnational government development strategies and the adaptation of SDG targets and indicators to local contexts and priorities. The process involves promoting local multi-stakeholder ownership of the agenda through stepping down the globally agreed development agenda to local and national priorities. Localization also means allocating the resources necessary to achieve outcomes at national and local levels.<sup>5</sup> For instance, lessons from the localization of the MDGs indicate that the involvement of local governments in the process significantly contributed to the participation of community organizations, other grass-roots stakeholders and private sector agencies. An assessment by the Netherlands Development Organization (SNV) and UNDP<sup>6</sup> of a programme to localize the MDGs in 15 countries identified four factors that contributed to effective localization including:

- Involvement of non-state actors;
- Capacity at the local level;
- Coordination across development policies and strategies, and coherence between different levels of government; and
- Availability of financial resources.

Each of the above factors is crucial for gender equality and women's empowerment. The participation of non-state actors, including GEWE advocates, faith-based and community-based groups, private sector actors, communities, women and girls as well as academia and research institutions amplifies women's voices and makes significant technical and resource contributions to implementation and monitoring. It is critical that UN Women and GEWE advocates work with Member States in the region and target cross-sectoral engagements to open dialogue and build consensus on GEWE priorities related to Goal 5 and other relevant SDGs. Effective capacity in the localization process is dependent upon political buy-in and commitment; and requires technical capacity, advocacy, resource mobilization, partnership-building and coordination expertise (UN Women, 2016).<sup>7</sup>

5 SNV & UNDP (2009), *Going local to achieve the Millennium Development Goals: Stories from Eight Countries*, p. 11

6 Ibid, p. 13.

7 UN Women East and Southern Africa Strategy for supporting the localization and implementation of the 2030 Agenda for Sustainable Development.

## LESSONS LEARNED FROM MILLENNIUM DEVELOPMENT GOALS (MDGS) APPLICABLE TO GENDER- RESPONSIVE SDG LOCALIZATION<sup>8</sup>

- ⇒ Investing in GEWE is smart economics as it has been proven that countries who are better in human development have invested heavily on GEWE and this would also be the case for the SDGs.
- ⇒ Buy-in and ownership by Member States, Regional Intergovernmental and Inter-parliamentary Bodies, CSOs and other stakeholders is critical to enable successful implementation of Agenda 2030 on sustainable development as proven in the MDG implementation and localization.
- ⇒ GEWE Coordination and harmonization are paramount for accelerating progress towards the implementation of Agendas 2030 as this was the case with MDGs.
- ⇒ Gender statistics were critical for accountability and accelerated progress towards the implementation of the MDGs and is expected to be the case with Agenda 2030 on sustainable development.
- ⇒ Alignment of GEWE related institutional frameworks to the MDGs was key to accelerated implementation and is expected to be the case with Agenda 2030 on sustainable development.
- ⇒ Gender-responsive budgeting at sectoral levels within government was successfully tested and proven to be a requisite for accelerated implementation of MDGs and this would also be relevant for SDG localization and implementation.
- ⇒ Coordination, collaboration, experience sharing and peer learning among Regional Intergovernmental and Inter-parliamentary Bodies, under the guidance of the African Union Commission, can strongly contribute to enhanced and consistent levels of implementation and localization of regional and global GEWE related SDGs and targets.
- ⇒ Active participation of national governments and other stakeholders in global and regional GEWE platforms including in Beijing review processes, CSW consultations, Africa Regional Forum on Sustainable Development and SDG review and reporting mechanisms and other intergovernmental processes is critical for the achievement of GEWE commitments under SDGs as was the case with the MDGs.
- ⇒ Civil society engagement facilitated effective advocacy for accountability on GEWE commitments and is expected to be the case with Agenda 2030 on sustainable development.
- ⇒ Increased sensitization and social mobilization enhanced effective citizen participation and mutual accountability for the realization of GEWE commitments in the MDGs and is expected to be the case with Agenda 2030 on sustainable development.

8 Pathway Document- Regional Intergovernmental and Inter-parliamentary Bodies namely: the African Union Commission (AUC), the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), Intergovernmental Authority on Development (IGAD), Southern Africa Development Community (SADC), Southern Africa Development Community Parliamentary Forum (SADC PF) and regional Civil Society, came together in Nairobi (Kenya) for regional consultation on Agenda 2030, the Sustainable Development Goals (SDGs) and Africa's Agenda 2063 in Nairobi (Kenya), 2016.

## LESSONS LEARNED IN THE IMPLEMENTATION AND LOCALIZATION OF THE SDGS IN AFRICA: REFLECTIONS FROM SELECTED COUNTRIES

Analysis from seven countries in East and Southern Africa highlights the following lessons learned in the pathway to realizing the SDG agenda, particularly regarding the acceleration of achievement of GEWE-specific SDGs:

- ⇒ Application of the principle of “Leaving No One Behind” (i.e. Rural communities, remote area dwellers, women, girls, people with disabilities, youth, children, other marginalized groups) ensures socio-economic inclusion and is a key driver of sustainable development.
- ⇒ Political commitment, ownership and leadership at the highest level of government and at technical and community levels, accelerates achievement of the SDGs. This is evidenced by the quicker achievement of results in countries where the executive (Presidency and Ministers) or the legislature support SDG implementation. Active participation in regional SDG processes – including engagement in intergovernmental activities – is useful in offering perspectives and feasible solutions towards localization and implementation processes by African governments. Countries such as Rwanda, where there is visionary leadership and good governance recognizing GEWE as a critical enabler of the SDG agenda, have fast-tracked their results towards the achievement of the SDGs.
- ⇒ Ownership of the development agenda by a wide of range of stakeholders through joint planning and implementation (citizens, civil society, private sector, development partners, et al.) has increased efficiency in accountability on delivery by all.
- ⇒ Capacity-building is a requisite tool needed by governments. Targeted capacity-building in priority areas in the SDG framework – at both institutional and individual levels, including SDG visioning and planning by government, specifically line ministries – is needed. This capacity-building could be facilitated by diverse stakeholders

including the United Nations, regional economic commissions and intergovernmental agencies, as well as NGOs/CSOs.

- ⇒ Strong accountability mechanisms are an asset in the localization and implementation process with CSOs and other actors ensuring governments meet targets and achieve gender-specific indicators.
- ⇒ The analysis confirms that for governments to achieve the Agenda, they are encouraged to advocate for inclusive and participatory approaches in the localization and implementation of the SDGs; such an approach ensures policies are informed by accurate information.
- ⇒ The analysis affirms the importance of using data-driven approaches and strengthening data-collection institutions to speed up results for localization and implementation of the SDGs, particularly SDG 5 and other gender-specific SDGs.
- ⇒ Multisectoral coordination frameworks and mechanisms should be prioritized at the national level and comprise diverse players including non-state actors and the United Nations to realize the Agenda.
- ⇒ Communication and advocacy plays a key role in the implementation and localization of the SDGs in all the countries analyzed including dissemination and updating of the citizenry (women and girls included) on the development agenda before and during its implementation.

## RECOMMENDATIONS ON SDG LOCALIZATION AND IMPLEMENTATION IN AFRICA: REFLECTIONS FROM SELECTED COUNTRIES

- ⇒ National statistical offices are encouraged to embrace qualitative methods, new data sources including complementary data (universities, research think tanks, gender advocates, CSOs, etc.), the reprocessing of survey census and strengthening administrative data.
- ⇒ SDG monitoring should be anchored in existing government structures to ensure sustainability and institutionalization of SDG requirements and enablers.
- ⇒ Missing data on GEWE-specific targets and indicators – including baseline data and cases where data accuracy is not guaranteed – should be addressed to ensure feasible policy positions and interventions. The analysis shows that this situation extends to a mismatch between national and global level data due to differences in concepts, definitions, methodologies, and data sources as well as weak coordination within the global statistical system and irregularity of data collection programmes, including measurement of gender and intersecting inequalities. Frequency of data collection is encouraged to be regularized to ensure routine data collection.
- ⇒ There is need for harmonization of national indicators with SDGs metadata to ensure accelerated localization and implementation.
- ⇒ Countries are at different levels of localization and implementation and grey areas remain. Thus, efforts should be made to ensure that other countries in Africa do not lag.
- ⇒ Due to limited peer learning, South-South co-operation among Member States has been recommended for cross-country fertilization.
- ⇒ Coordination mechanisms and institutional frameworks are unclear in some countries. This ambiguity constrains accountability and could lead to inaction and eventually greater costs than taking the right action in the first place and must be streamlined.
- ⇒ Resource constraints identified as a major concern and Member States are encouraged to adopt sustainable models of resourcing including prioritizing domestic resource mobilization and ensuring budgetary allocations for GEWE-related institutions and government agencies.
- ⇒ Capacity gaps, including data gaps, have been identified in some countries and are supposed to be managed to ensure effective and efficient operationalization of GEWE-related SDGs.
- ⇒ Accountability mechanisms are lacking in some countries due to inadequate coordination and institutional frameworks. Member States are encouraged to actively involve all state and non-state actors—including the community, women and girls – to ensure that the government is held responsible for delivering on the Agenda.

## GOOD GEWE PRACTICES IN SDG IMPLEMENTATION AND LOCALIZATION: REFLECTIONS FROM SELECTED COUNTRIES

What is meant by “good practice”?

For the purposes of this analysis, countries which feature the following are considered good practices:

- ⇒ Take concrete steps to domesticate and localize the 2030 Agenda for Sustainable Development, especially SDG 5. This would include the identification of priorities; review of national development plans, as well as medium-term and annual expenditure frameworks/plans.
- ⇒ Adopt an inclusive domestication and localization processes that engages different stakeholders such as national and local governments, gender advocates, women and girls, CSOs, and the private sector.
- ⇒ Establish multi-dimensional and multi-stakeholder institutional mechanisms to guide the implementation and monitoring of the SDGs, with clear roles for the different actors.
- ⇒ Work with the United Nations system to support the government in domesticating and/or localising Agenda 2030.

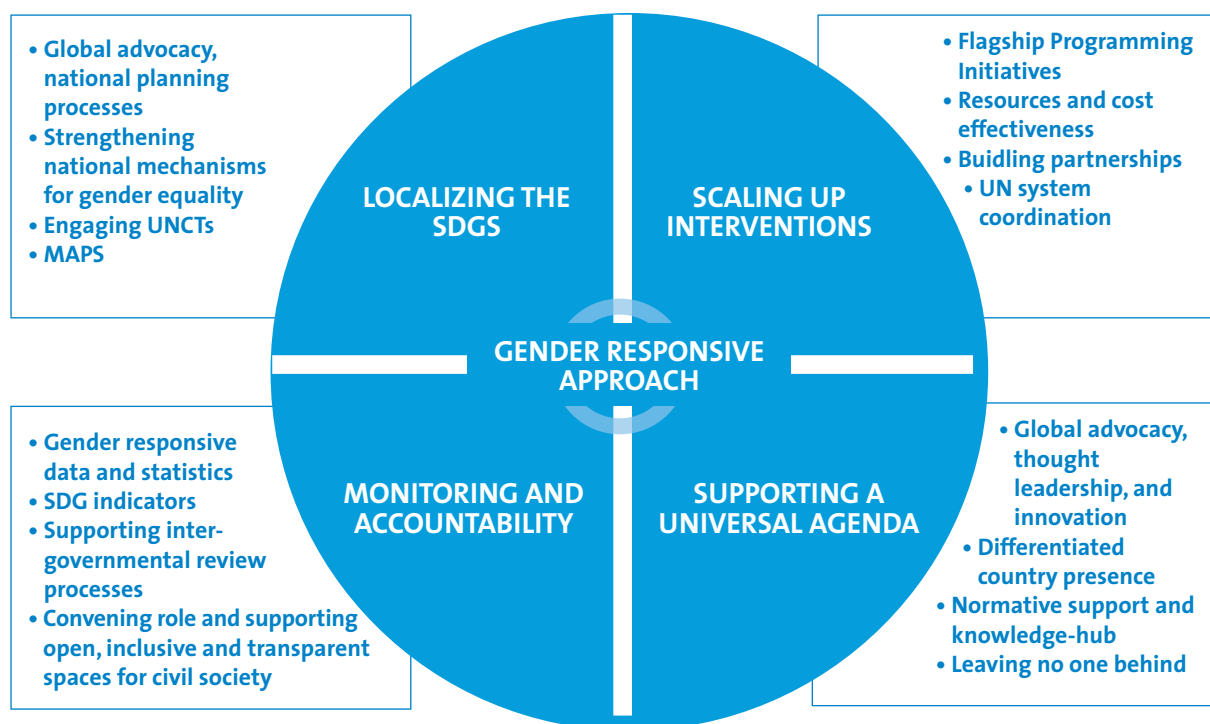
## THE FOLLOWING ARE SOME OF THE GOOD PRACTICES ON LOCALIZATION THAT HAVE EMERGED FROM THE ANALYSIS

- ⇒ Alignment of national development plans, legislation, frameworks and/or policies with the SDGs is important as evident in **Botswana, Ethiopia, Kenya, Rwanda, Uganda and Zimbabwe**.
- ⇒ **Uganda** – Inclusive Partnerships: The government has learned that for SDG localization and implementation to be successful, it is supposed to go beyond targeting only the government. Rather, the process is encouraged to be inclusive and prioritize partnerships with the government, parliament, private sector, CSOs, development partners and the international community.
- ⇒ **Rwanda** – Extensive social mobilization and strategic engagement to diverse audiences by key government institutions is critical to SDG orientation (i.e. through parliamentarians and the national gender machinery, sectoral working groups and other national stakeholders). Rwandan-based analysis and planning for the SDGs revealed that such this approach led to accelerated government ownership of the framework.
- ⇒ **Zimbabwe** – Multi-stakeholder approach: A multi-stakeholder approach has been adopted to augment government efforts. As underscored in the Post-2015 Development Agenda, governments alone (especially in the developing world) will not be able to implement the SDG Agenda. Key partners have been mobilized in the financing, implementation, monitoring and evaluation of the SDGs. Zimbabwe has ensured engagement with all stakeholders and at all levels of the community to facilitate common understanding and support for the implementation and localization of the SDGs. this approach ensures that one is left behind.
- ⇒ **Zimbabwe** - Domestic resource mobilization: This is anchored on sustainable economic growth and supported by an enabling macroeconomic environment, is the key means of financing the Post-2015 Development Agenda.
- ⇒ As demonstrated in **Botswana, Ethiopia, Kenya, Rwanda, Uganda and Zimbabwe**, multi-sectoral coordination frameworks and mechanisms should be developed at the national level and comprise diverse players, including non-state actors and the United Nations, to support the realization of the Agenda.



## GUIDELINE- SDG LOCALIZATION AND IMPLEMENTATION WITH A GENDER LENS: EXPERIENCES FROM AFRICAN COUNTRIES

The analysis reveals variations from country to country in the localization process of the SDGs. Basic components may include the following:



The localization process may include;

### a. SDG Advocacy and Learning

- ➡ Participation in SDG discussions by Member States prior to the launch of the framework including participation in the launch in September 2017.
- ➡ Social mobilization and popularizing the 2030 Agenda for Sustainable Development at national, local and community levels including translation into local languages where possible. For instance, in Rwanda translation was possible since there were limited local languages. In countries like Uganda, where there are 56 tribes and at least nine indigenous communities, it is more difficult to translate the SDGs into all languages thereby limiting outreach to rural communities and the women and girls living there.
- ➡ Advocacy regarding the importance and relevance of the SDGs for local and community development including gender equality and women's empowerment.

- ⇒ Develop the capacities necessary for translating the SDGs into a locally-owned agenda for community development, including achieving gender equality and women's empowerment.
- ⇒ Compile and share good practices from MDG-based programmes that can be replicated and scaled up.

## b. SDG-based Strategic Planning

- ⇒ Conduct various assessments, consultations and identification (or confirmation) of development priorities for women and girls.
- ⇒ Strategic visioning and prioritization of the SDGs including a gender-based orientation. For example, including discussion of gender indicators and disaggregation through a consultative process; undertaking in-depth analysis and reprocessing of existing data to generate baseline indicators, target setting and discussion of meta data, validation and refinement of indicators; launching gender indicators; validating sources of indicators and disseminating a strategy for gender indicators.
- ⇒ Review local/national development plans to mainstream the SDGs in accordance with identified development priorities. The planning process is supposed to allow for multi- and cross-sectoral linkages with the 2030 Agenda. It is also important for this process to be participatory, involving national, local and community leaders, including from CSOs, the private sector and development partners as a way of ensuring local ownership and commitment to the development plan. Development plans can be made more relevant by each decentralized level of government committing to its set of targets.
- ⇒ Agree on an implementation and monitoring framework with clear targets, indicators and means of verification. The framework needs to include plans for developing the necessary capacities for effective implementation and monitoring and evaluation regarding the SDGs and GEWE.
- ⇒ Negotiate and establish clear national-local level linkages in planning, budget, monitoring and feedback processes (upstream-downstream linkages).
- ⇒ Develop a national road map for implementation and reporting. Including a sectoral plan for GEWE focused on SDG 5 and other gender-related SDGs.
- ⇒ Develop coordination and institutional mechanisms including government leadership, coordination linkages among various stakeholders including ministries, departments and agencies of the government and non-state actors, and establishing oversight mechanisms for all SDGs, especially those related to women and girls.

### c. Resources for Achieving the SDGs

- ⇒ Where the SDGs have been integrated in the National Development Frameworks, the financing framework would be covered by the National Development Frameworks and where the Country has not yet integrated the SDGs in their National Development Frameworks, there is need to develop a financing framework for SDG localization including operationalization.
- ⇒ Review national and local government revenue and budget frameworks, plans and allocations to reflect identified SDG commitments including specific allocations for GEWE.
- ⇒ Build and nurture a strong partnership and coordination among government, donor countries/agencies, the UN System, private sector, and CSOs across sectors to ensure sustained commitment and resourcing of SDG plans.
- ⇒ Institutionalize budgetary control systems and discipline at all levels including those related to gender equality and empowerment of women and girls.



### d. Management, Monitoring, Data, Reporting and Learning for SDG Localization and Implementation

- ⇒ Set up an SDG monitoring, data and reporting system including that covering GEWE-related SDGs.
- ⇒ Strengthen systems for multilevel, multisectoral, and multi-stakeholder monitoring of implementation and linkages with national statistical systems.
- ⇒ Undertake regular and accurate GEWE data collection, analysis and packaging for utilization, monitoring and review.
- ⇒ Facilitate community dialogue and mutual accountability mechanisms that act as watchdogs to ensure the appropriate use of funds and the achievement of desired results, including for women and girls.
- ⇒ Linkages to regional and global SDG processes for peer learning such as through voluntary national reviews at the High-level Political Forum.
- ⇒ Continuously building upon lessons learned about SDG localization and encouraging peer learning including south-south cooperation, especially regarding GEWE.

## KEY GEWE MESSAGES ON LOCALIZATION OF SDGs: REFLECTIONS FROM AFRICAN COUNTRIES

Although not limited to the following, analysis highlights these key messages:

- ⇒ UN Women welcomes the GEWE targets in SDGs beyond SDG 5. The review and implementation of any SDG-based plans is encouraged to transcend existing policy and programme silos at national and local levels and build on the linkages among different goals. The SDGs go beyond mainstreaming of GEWE by calling for substantive results at target and indicator level.
- ⇒ The review and implementation of national and subnational development plans integrating the SDGs should build on existing commitments to gender equality and empowerment of women and girls – such as those contained in CEDAW and the Beijing Platform for Action – and should draw on the lessons learned following the 20-year review of the implementation of the Beijing Platform for Action.
- ⇒ The targets of Goal 5 and other gender-specific SDGs are measurable and feasible to implement. The full operationalization of these goals has the potential to transform unequal power relations between women and men and address the structural barriers holding back progress on gender equality and empowerment of women and girls.
- ⇒ Effectively monitoring the targets and indicators for GEWE across the SDGs requires systematic sex-disaggregation of indicators across all goals and specific indicators to capture the unique experiences of women and girls. Governments, non-state actors and the UN System must emphasize strengthening capacities and national statistics systems for institutionalized sex-disaggregated data collection, analysis and use.

## ELEMENTS FOR ACCELERATING THE ACHIEVEMENT OF GEWE-RELATED GOALS AND TARGETS

Acceleration may be promoted through the following:

- ⇒ Needs assessment regarding GEWE to generate evidence for SDG interventions including a data gap assessment.
- ⇒ Advocacy, including SDG social mobilization, planning and localization processes, that is oriented to GEWE discussions and community, state and non-state actors trained on GEWE.
- ⇒ Political commitment to GEWE including the engagement of female leaders at national and regional levels in the localization process.
- ⇒ Employing baseline data on GEWE, including evidenced-based information about women and girls at the national level, to ensure clear prioritization and visioning reflective of the realities of women and girls in the country. Data analysis is supposed to ensure disaggregation is adequately done to reflect gender and related perspectives as outlined in the SDG framework and to enhance accountability and action on gender equality and women's empowerment.
- ⇒ Stakeholder engagement that includes gender advocates and relevant government ministries, departments, semi-autonomous government agencies and other actors focused on GEWE to make sure that all aspects of Goal 5 and other gender-specific targets are localized. This participatory engagement should ensure women are active participants and not mere recipients of services.
- ⇒ Allocation of adequate and continuous budget for gender equality to build momentum for accelerating localization of GEWE-specific targets and indicators. The financing structure should focus on domestic resourcing for GEWE to ensure sustainability.
- ⇒ Coordination mechanisms and institutional frameworks that are clear regarding those responsible for GEWE within the framework; in most cases, the key actor is the Ministry of Gender. Sector/ministry and other relevant actors are encouraged to maintain continuous communication regarding GEWE among themselves.
- ⇒ The government leveraging complementary GEWE data sources including CSOs, gender advocates, academia, private sector actors, research think tanks, women, girls and others to access both qualitative and quantitative data and information throughout the entire localization process.

## COMMON CHALLENGES FOR LOCALIZATION OF SDGS IN EAST AND SOUTHERN AFRICA: REFLECTIONS FROM A GEWE PERSPECTIVE

### a. Data

- ⇒ Level of data disaggregation inadequate, including GEWE related data. The lack of robust gender-responsive monitoring and evaluation and reporting frameworks and systems, due partly to the limited availability of sex-disaggregated and gender-specific data as well as poor coordination between national bureau of statistics and gender machineries, constrains accountability to the GEWE agenda.
- ⇒ Lack of harmonization of national indicators with SDGs metadata.
- ⇒ Limited capacity of the statistical institutions on GEWE-related data that necessitate capacity-building by all stakeholders in the localization and implementation process.
- ⇒ Mismatch between national and global level data due to differences in concepts, definitions, methodologies, data sources and weak coordination within the global statistical systems.
- ⇒ Lack of quality assurance regarding data to fill gaps, including those on gender equality and empowerment of women and girls.

### b. Technical capacity

- ⇒ The countries acknowledge that they face limited capacity in data management and generation specifically related to GEWE issues.
- ⇒ National ministries in charge of gender face financial and human capacity constraints in their ability to effectively lead and coordinate GEWE initiatives and interventions in national policies, plans and institutional processes at regional and national levels.

### c. Coordination and Institutional Challenges

- ⇒ Several countries have weak coordination and institutional mechanisms in place for SDG localization and implementation which makes it difficult to ensure accountability for GEWE.
- ⇒ Some countries such as Ethiopia and Malawi reported a lack of tools to facilitate coordinated strategic planning, peer learning and peer support among national stakeholders working on gender equality and empowerment of women and girls.

### d. Resources

- ⇒ There is inadequate resourcing especially for gender-related SDGs, targets and indicators which can be resolved through domestic financing mechanisms and multi-stakeholder engagement.

# NEXT STEPS: IMPLICATIONS FOR STRATEGIC ACTION ON GEWE

Based on the challenges and opportunities highlighted in these case studies, diverse areas emerge in which stakeholders – including United Nations Country Teams, CSOs, private sector actors, development and bilateral agencies, Regional Intergovernmental and Inter-parliamentary Bodies namely: the African Union Commission (AUC), the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), Intergovernmental Authority on Development (IGAD), Southern Africa Development Community (SADC), Southern Africa Development Community Parliamentary Forum (SADC PF), Civil Society, media and other partners – need to support African governments to speed up realization of the 2030 Agenda. More specifically, country feedback underscores the support needed to accelerate gains made in gender equality and women's empowerment. Actors can support member states in the following areas:

## I. Strengthening coordination among relevant actors and government agencies in the SDG space

- a. Support coherence, effectiveness, efficiency and the building of synergies to advance GEWE and the attainment of the SDGs.
- b. Interpret and understand SDG commitments, priorities, targets and indicators and what they require in practical terms based on country context, needs and priorities. Develop capacity for prioritizing SDG 5 and other gender-specific SDGs and target the most effective interventions.
- c. Identify and effectively leverage key regional and subregional coordination frameworks and processes to accelerate implementation and localization of the SDGs.

## II. Knowledge generation, management, and innovation to promote gender-responsive implementation of the SDGs, including through:

- a. Supporting the quality assurance, collection, collation and publication of relevant sex-disaggregated and gender-specific data to support evidence-based interventions, knowledge, and accountability in strategic GEWE initiatives.
- b. Encouraging South-South and triangular cooperation to promote peer-learning and the sharing of good practices in the implementation of the SDGs.
- c. Promoting the use of science and technology and supporting innovative models of integrating GEWE into the implementation of the SDGs.
- d. Strengthening the availability and use of information and communications technology (ICT) to disseminate information and the exchange of views to advance social norms, standards, practices and information supportive of GEWE.

### iii. Promoting policy and programming coherence that is supportive of the advancement of GEWE within the framework of the SDGs, including:

- a. Supporting Member States in operationalizing their GEWE commitments under the SDGs within their national development plans and SDG action plans through tools, guidance and technical support in the articulation of clear commitments to international and regional norms and standards of equality between women and men as a basis for all actions and investments.
- b. Supporting Member States to integrate a gender perspective into the monitoring and evaluation of all policies and programmes using gender-specific and sex-disaggregated data.
- c. Supporting Member States to adapt the SDG targets to national circumstances and to advance their implementation. This includes accelerating national efforts to integrate the SDGs into the legislation, policies, plans and programmes of Member States.

### iv. Engaging in strategic partnerships and networks to support the advancement of GEWE under the SDGs, including through advocacy, by:

- a. Forging multi-stakeholder partnerships with key actors on the African continent to support harmonization of development interventions with the SDGs, and to leverage complementary processes, initiatives and available resources to strengthen coordinated action.
- b. Engaging in active outreach and advocacy with government to support effective interventions to advance GEWE and increase Member State accountability in the localization and implementation of the SDGs.

### V. Fostering financing and institutional support for GEWE within the SDGs including:

- a. Promoting accountability for increased financing to GEWE to accelerate the achievement of the SDGs with special emphasis on domestic resource mobilization, gender-responsive resource allocation and promoting gender-responsive fiscal policies.
- b. Advocating for increased investments in national ministries in charge of regional integration and/or coordination and gender to enable them to effectively implement initiatives to strengthen regional coordination and action on the SDGs.
- c. In collaboration with national ministries in charge of gender, advocating for the strengthening of gender focal points in ministries, departments and agencies in terms of positioning and resourcing as well as functioning to enhance collective capacity to deliver on GEWE and related goals.
- d. Investing in the capacities and institutional responses of the legislative arm of governments to promote the development of gender-responsive legislation and gender-responsive public financial laws and mechanisms to advance GEWE within the framework of the SDGs.
- e. Building institutions and capacities for good governance, human rights, gender equality and empowerment of women, public participation, peace-building and the rule of law.

### VI. Monitoring, evaluation and measurements of gender-responsive SDGs

- a. In collaboration with other stakeholders, support the capacity development of national statistics institutions and the collection, analysis, collation and dissemination of this data with governments and other stakeholders working on the implementation of the SDGs.



- b. Capacity-building of governments on SDG 5 (Gender equality and empowerment of all women and girls) and other gender-specific targets and indicator frameworks, and the development of tools and guidance (including reporting guidelines) to facilitate the improved measurement of outcomes.
- c. Advocacy and lobbying to ensure budgetary allocations to measure progress in the implementation and localization of the SDGs, specifically SDG 5 and other gender-related targets, to enhance the efficiency and effectiveness of functional programmes.

## VII. Social Mobilization

- a. Leverage national and other processes for social mobilization among all stakeholders about the SDGs and targets, including national and local governments, legislative bodies, the public, civil society and the private sector.
- b. Support knowledge-sharing to enhance activism for gender equality in the localization and implementation of the SDGs at grass-roots level.
- c. Support partnerships with diverse stakeholders – including interreligious groups, CSOs, the United Nations, media and governments – to prioritize investments in creating public awareness of the SDGs (Social mobilization).

# CONCLUSIONS

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African countries are in the right path of localization and implementation of SDGs. Diverse approaches have been used in the process with lessons learnt and opportunities leveraged. To increase peer learning on SDGs, UN Women will continue to mobilize knowledge and information from diverse African governments. In this way, we will ensure ongoing and continuous learning among governments and stakeholders— specifically on gender equality and women’s empowerment. Regarding partnerships, UN Women has positioned itself through its country/ multi-country offices to secure adequate support to host countries on gender equality and empowerment of women and girls.

UN Women continues to create and manage vibrant and interactive knowledge management and research interventions to serve as a learning platform for sharing tools, good practices, analyses, lessons learned, and challenges emerging from the East and Southern Africa region, and beyond, on localization and implementation of the SDGs. The aim is to facilitate cross-country peer support and priority-setting on SDG localization – with a specific focus on Goal 5 and other gender-specific SDGs – and for flagging opportunities that other African governments might wish to pursue in realizing the Agenda.

The success of localization and implementation of the SDGs in Africa depends on knowing how best to meet these norms and standards in policy and legislation, strategic engagement, advocacy, and programming with national counterparts and stakeholders, including non-state actors in the SDG space.<sup>9</sup>

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9 UN Women Pathway Document: *Engagement by Regional Intergovernmental and Inter-parliamentary Bodies in Advancing Gender Equality and Women’s Empowerment Within the Sustainable Development Goals (SDGs) and Africa’s Agenda 2063*. The paper is based upon regional consultations with Regional Intergovernmental and Inter-parliamentary Bodies and Member States including Botswana, Rwanda, Uganda and Zimbabwe and other non-state actors (Civil Society Advisory Group and networks included).

# CASE STUDIES

## GOVERNMENT APPROACHES TO LOCALIZATION AND IMPLEMENTATION OF THE SDGS



## GOVERNMENT APPROACHES TO LOCALIZATION AND IMPLEMENTATION OF THE SDGS IN BOTSWANA



# BOTSWANA AND SDGS

## Context

Botswana is one of the countries that actively participated in the SDG process, including the launch in September 2015. Botswana has an impressive history of development planning at national and local levels. The country has followed prudent fiscal policies that have made wise use of revenues from a narrow natural resource base to develop other sectors. These planning instruments and policies have supported Botswana's transition from a poor to an upper middle-income country. These instruments are also linked to the country's achievement of global recognition for its good governance structures and effective use of natural capital to address poverty.

## Prioritization of the SDGs and Integration into the National Development Plan

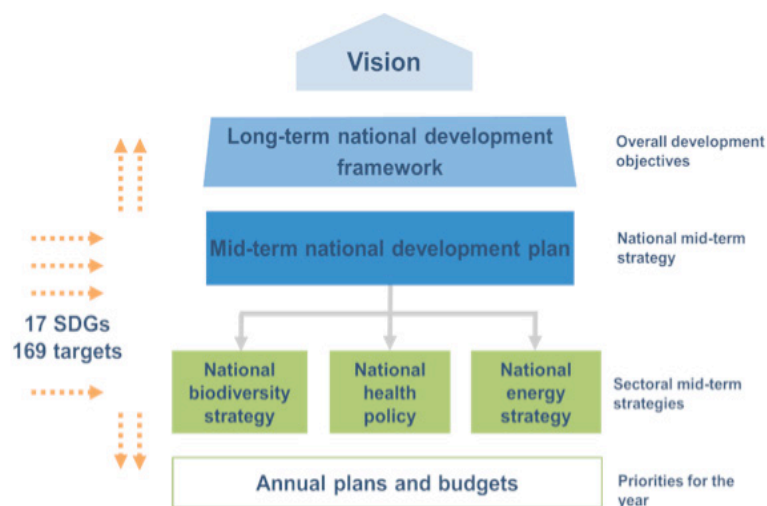
Botswana has aligned Vision 2036 and National Development Plan 11 (NDP 11) with the SDGs. The UN Sustainable Development Framework is built on Botswana's development agenda and the SDGs. The National Policy on Gender and Development is

aligned with the SDGs and guides their implementation under five priority areas. Gender has also been mainstreamed across the Thematic Working Groups as outlined in NDP 11.

The monitoring and evaluation framework, with indicators for NDP 11 aligned with SDG indicators, is currently under finalization. Consultations and capacity-building on the SDGs and NDP 11 embrace the principle of Leaving No One Behind by involving the private sector and non-state actors. His Excellency, the Vice President, kept the nation well-informed during the 2015 General Assembly when the SDGs were adopted. Parliamentarians have also been sensitized to the importance of the SDGs.

Various government ministries continue to support their staff on efforts around sector-specific SDGs. Local authorities have been trained on the SDGs in all districts. NGOs, including women's organizations, have received SDG training. Gender is also embedded in the United Nations Sustainable Development Framework (UNSDF) 2017-2021.

## SDG Goals and Linkages with Botswana NDP11 and Vision 2036



NDP 11 and Vision 2036 Framework Priorities	Sustainable Development Goals
Sustainable Economic Development	1,2,5,8
Human and Social Development	1,2,3,4,5,6,12,13,15
Sustainable Environment	13,14,5,15
Governance, Peace and Security	7,8,9,10,11,16,5
Implementation of an effective monitoring and evaluation system	17,5

### Prioritization of Goal 5 on Gender Equality and Women's Empowerment and Other Gender-specific Targets

Gender was prioritized within the new NDP 11 and all proposed gender projects were approved. The new institutional mechanism for the gender machinery has highlighted gender with the new Ministry of Nationality, Immigration and Gender Affairs. Furthermore, the new development agenda resulted in gender being allocated the most resources in the Ministry (from USD 1.8 million to USD 4.8 million). This considerable amount is augmented by USD 2.5 million from the Alcohol Levy to total USD 7.3 million. Out of USD 7.3 million, 5.2 million is earmarked for women's economic empowerment.

A National Gender Commission was established and launched in September 2016 to facilitate effective implementation of gender commitments. The chair is the Paramount Chief of the Balete Tribe – a woman and a champion of young girls' empowerment. The National Gender Policy has a Strategy, National Operational Plan and Advocacy Plan for implementation through existing local government structures. There is a firm commitment to gender inclusion and all sectors, agencies and units will have a gender objective. The engagement of traditional leaders in mainstreaming gender into the customary justice system will happen via a National Action Plan.

### Coordination Mechanism for SDG Implementation and Localization in Botswana

Botswana has constituted a multisector National Steering Committee (NSC) for the SDGs to drive the 2030 Agenda; the Committee is comprised of government, UN Agencies, and the NGO Council and co-chaired by the Permanent Secretary, Finance and the UN Resident Coordinator. The Secretariat of the National Steering Committee (NSC) is the Ministry of Finance and Economic Development. The NSC is supported by a Technical Task Force made up of various sectors including UN Women and other UN

agencies. Botswana has recently validated a national road map for implementing the SDGs.

### Government Engagement in Regional SDG Spaces

Botswana has contributed to the review of the Southern African Development Community (SADC) Protocol on Gender and Development and its alignment with the SDGs, Agenda 2063 and the Beijing +20 report. The country has benefited from the capacity-building of member states for implementation and reporting to SADC and the AU on progress made in the implementation of regional gender commitments. Botswana has contributed to the development of key indicators for the M&E Framework of the Revised SADC Gender Protocol. Botswana also led negotiations on the SADC-sponsored United Nations Resolution on Women, the Girl Child and HIV and AIDS (UN Resolution 60/2). The Government of Botswana is currently consolidating inputs towards the country report for the voluntary national reviews (VNRs) at the 2017 session of the HLPF on Sustainable Development. Botswana is one of forty countries that have volunteered to take part in VNRs at the 2017 session.

### Challenges in the Implementation and Localization of the SDGs in Botswana

The main challenges for the implementation and localization of the SDGs include inadequate resources for financing gender equality and limited capacity for the national gender machinery. A middle-income country, Botswana faces shrinking donor support, thereby constraining the implementation of the SDGs and GEWE priorities. As well, sex-disaggregated data is limited.

## MDG Lessons Applicable to SDG Implementation and Localization

- ➡ It is crucial to “Leave No One Behind” (NGOs, rural communities, remote area dwellers, people with disabilities).
- ➡ Systematic alignment of SDGs with NDP 11, and Vision 2036 is necessary.
- ➡ Political commitment to the SDGs at the highest level is key.
- ➡ Active engagement of traditional and community leaders in the SDGs is important for grass-roots support.
- ➡ Strategic engagement and capacity-building of opinion leaders is a requirement.
- ➡ An integrated approach to addressing gender-based violence is critical.
- ➡ Active participation in regional consultations on the SDGs is necessary.

## Good Practices in SDG Implementation and Localization Related to GEWE

- ➡ Alignment of the National Policy on Gender and Development with the SDGs.
- ➡ Consultations with women’s organizations in the development of NDP 11, Vision 2036 and UNSDF.

- ➡ Strengthening national structures on gender equality such as through the establishment of the National Gender Commission and the National Gender Forum.
- ➡ Meaningful involvement of traditional structures and community leaders such as chiefs, and pitsos in kgotlas (community meetings in a traditional meeting place).

## UN Partnership and Support

In Botswana, the UN system supported the government to integrate the SDGs with Vision 2036 and National Development Plan 11. The UN system has been working with national experts in key sectors, the government’s Thematic Working Groups (focused on economy and employment, social advancement, environment, governance, and safety and security), and with district/urban planners. The UN continues to support Botswana as it develops and operationalizes the next generation of development plans (Vision 2016 and NDP 11). The UN is committed to working closely with the government, the private sector, civil society and many other partners in Botswana to achieve long lasting results for people and the planet.

## GOVERNMENT APPROACHES TO LOCALIZATION AND IMPLEMENTATION OF THE SDGS IN ETHIOPIA





# ETHIOPIA AND SDGS

## Context

Ethiopia has already started implementing the Sustainable Development Goals (SDGs) set to be achieved by 2030 and aligning with the second Growth and Transformation Plan (GTP II). In 2016, the National Planning Commission organized a national workshop on Sensitization and Roll-out of the 2030 Agenda for Sustainable Development. The workshop, held under the theme Working Together for Achievement of the SDGs in Ethiopia, explored the principles underpinning the SDGs and looked for ways to integrate them into the national development agenda and ensure coordination across sectors.<sup>10</sup>

## Prioritization of the SDGs and Integration into the National Development Plan

The government of Ethiopia has engaged in diverse interventions towards implementation and localization of the SDGs. Some of these interventions include:

⇒ **Social mobilization workshops both at national and regional levels.** Organized convening was aimed primarily at enhancing the level of social mobilization on the SDGs and GTP II. Overall, events aimed to enhance the capacity of regional governments to integrate the 2030 Agenda into regional development plans in Ethiopia. Specific objectives included:

- raising awareness among key regional stakeholders on the content of the 2030 Agenda (SDGs and targets, financing for development, capacity development needs, tools and methods for integration of the Agenda into the national plan and partnerships);
- understanding the interlinkages, similarities and differences between the MDGs and the SDGs;

- drawing lessons from the implementation of the MDGs at the regional level; and
- reflecting on the steps needed for the integration of the Agenda into national development strategies and plans with a common understanding of the way forward.

⇒ **Stakeholder and partnership engagement** to build consensus on the localization of priority areas.

⇒ **Building synergies** with GTP II, Agenda 2063, and the 2030 Agenda, as well as lessons learned from the operationalization of the MDGs to inform SDG implementation.

⇒ **Linking the Post-2015 Development Agenda and GTP II**, with special emphasis on national and regional development plans including through using local languages.

⇒ **Undertaking a needs assessment/costing** of the SDGs as a basis for mobilizing resources. This also reviews the financial, human and technology resources available and necessary for Ethiopia to achieve the SDGs.

⇒ **Integration of the Agenda** with national development strategies and plans to reflect a common understanding.

⇒ **National road map for the implementation and reporting of the Addis Ababa Action Agenda (AAAA)** was developed with the support of the Development Assistance Group (DAG).

⇒ **National taskforce** was set up to provide an oversight function for the roll-out of the SDGs in Ethiopia and co-chaired by the National Planning Commission and the Resident Coordinator's Office.

<sup>10</sup> The Ethiopian Herald, 2016

⇒ **Developed and disseminated budget briefs** showing situation and trends in domestic spending in key social sectors and convened a policy dialogue around domestic SDG financing.

⇒ **Currently identifying a set of costed interventions and investments** needed for the country to meet the SDGs by 2030 and ascertain the necessary infrastructure, human, and financial resources required to support a scale-up of interventions through to 2030.

⇒ **Prioritized and outlined a simple financing strategy for achieving the SDGs**, including an assessment of the resources that can be mobilized domestically by the government and households and what the international community should support.

⇒ **Provide a framework, with clear benchmarks, for monitoring and reporting** on progress towards meeting the SDGs.

⇒ **Strengthen the national capacity to plan domestic financing** to achieve the SDGs and to support government to implement the Addis Ababa Action Agenda and SDG commitments through national strategies, policies and budgets.

⇒ **Promote policy dialogue and advocacy** on economic infrastructure related to the SDGs.

A national road map for the implementation and reporting of the Addis Ababa Action Agenda was developed with the support of the Development Assistance Group (DAG). The road map outlines priorities and actions for the implementation of the AAAAA throughout the second Growth and Transformation Plan 2016-2020, as well as monitoring and reporting mechanisms. The road map will be implemented by the government, members of the DAG and other stakeholders. Specific objectives of GTP II include identifying critical and immediate action to be taken by the government and its development partners to implement the Addis Ababa Action Agenda (ensuring 'new and additional' means of implementation for the SDGs during the GTP II period), and defining a coherent

mechanism for monitoring and reporting. This mechanism could feed into the annual report of the global inter-agency workforce on the implementation of the AAAAA.

## Coordination Mechanisms for SDG Implementation and Localization in Ethiopia

The National Planning Commission is mandated to provide leadership and coordination in the implementation of GTP II and the SDGs. The National Transformation Plan team is comprised of senior experts drawn both from government and UN agencies to provide strategic support to the National Planning Commission which in turn reports to the National Council.

A national taskforce was set up to provide an oversight function for the roll-out of the SDGs in Ethiopia. The National Transformation Plan (NTP) team is co-chaired by the National Planning Commission and the Resident Coordinator's Office. The task force develops a joint workplan with clear deliverables and funding for the implementation of prioritized activities. One of the areas identified by the NTP is to undertake SDG needs assessment and financing designed to:

- Identify a set of costed interventions and investments needed for the country to meet the SDGs by 2030.
- Determine the necessary infrastructure, human, and financial resources required to support a scale-up of interventions through to 2030, and think through how these resources (or what is often referred to as 'absorptive capacity') could be built up over time.
- Outline a simple financing strategy for achieving the SDGs, including an assessment of the resources that can be mobilized domestically by the government and households and what the international community should support.
- Provide a framework, with clear benchmarks, for monitoring and reporting on progress towards meeting the SDGs.

- Strengthen the national capacity to plan domestic financing to achieve the SDGs and to support government implementation of the AAAA and the SDGs through national strategies, policies and budgets.
- Promote policy dialogue and advocacy on economic infrastructure related to the SDGs.

## Challenges in Implementation and Localization of the SDGs in Ethiopia

The challenges faced by the Ethiopian government in implementation and localization of the SDGs include:

- ➡ Varying degree of understanding of the content of the SDGs and the alignment of their goals to the national development framework indicators of GTP II.
- ➡ Limited technical capacity to come up with SMART indicators both for GTP II and the SDGs.
- ➡ Financial (domestic and foreign) constraints to implementing the SDGs.
- ➡ Limited GEWE data and statistics to inform baseline and target indicators at the country level.

To respond to the above challenges, the Ethiopian government – under the National Planning Commission (NPC) – has organized a series of social mobilization programmes for federal level stakeholders and the nine regional states. These consultations were well-attended by government, United Nations agencies, development partners and several CSOs.

In addition to the consultative meetings, the National Planning Commission – in collaboration with the Resident Coordinator's Office in Ethiopia – has set up a National Taskforce composed of government and UN senior programme staff to provide oversight and build the capacity of partners to effectively roll out the SDGs. The National Taskforce has a joint workplan, endorsed by the United Nations Country Team, where the co-chairs (NPC & RCO) update the Team at its monthly meeting.

To address the financial gap, the NPC approached the UNCT through the Resident Coordinator's Office and different development partners to finance the roll-out of the SDGs in Ethiopia and its National Voluntary Review (VNR) for 2017. In response, UN agencies, UNECA, and donors are making financial contributions to the implementation of activities prioritized in the joint workplan of the government and the United Nations.

The Ethiopian government is also investing in data collection under the leadership of the NPC and in collaboration with the Central Statistics Agency, academics and the Association of Statisticians. The information gathered will feed into GTP II and SDG reports.

## MDG Lessons Applicable to SDG Implementation and Localization

Ethiopia believes that there is unfinished business to be addressed during the SDG period. One of the areas where Ethiopia lags is Goal 3 on Health and Goal 5 on Gender Equality and Women's Empowerment which calls for the concerted effort of all, regardless of mandate or area of intervention. The general agreement is to build on MDG achievements and invest more where the gap is considerable by ensuring that GEWE and human rights are at the centre of the SDG roll-out.

## Monitoring and Reporting

Ethiopia participated in the High-level Political Forum (HLPF) through a voluntary national review of the SDGs in 2017. Its agreement to participate affirms the voluntary commitment of the Government of Ethiopia to contribute to the process of monitoring and reporting on progress towards implementation and localization.

## Good Practice in SDG Implementation and Localization Related to GEWE

The political commitment of the Ethiopian government has provided a golden opportunity to roll out a jointly-agreed plan on the implementation and localization of the SDGs.

### UN Partnership and Support

The UN Country Team (UNCT) in Ethiopia is committed to assisting the Federal Democratic Republic of Ethiopia (FDRE) to roll out the SDGs at the national and sub-national levels. In June 2016, a joint Government of Ethiopia and UNCT SDG Action Plan was prepared to facilitate the national campaign in Ethiopia. In the spirit of forging inclusive partnerships with multiple

stakeholders for the effective implementation of the 2030 Agenda, the Action Plan aims to support the FDRE, the UN system, civil society, the private sector, academia and all other development partners in Ethiopia. Specifically, the UNCT aims to strengthen national capacity for planning, implementation, monitoring and evaluation and financing of the SDGs in national development plans and programmes including those specifically targeting gender-related SDGs.

## GOVERNMENT APPROACHES TO LOCALIZATION AND IMPLEMENTATION OF THE SDGS IN KENYA



# KENYA AND SDGS

## Context

While Kenya made substantial progress toward meeting the Millennium Development Goals (MDGs), advances can be uneven across goals and within the country. Strides have been made in attaining universal primary education, reducing infant mortality, and in the fight against HIV/AIDS.<sup>11</sup> However, SDG progress is encouraged to focus more on gender and socio-economic equity of benefits. As noted by Sicily Kariuki, “It is only by identifying the disadvantaged or excluded groups, that evidence-based policies, programs, and practices can be designed and inequalities tackled effectively...In addressing access to reproductive health matters and gender equality, there is no space for complacency. For development to be sustainable and resilient, it must be inclusive and equitable, [and] given that half of humanity are women, their empowerment is a must and not an option”.<sup>12</sup> The Government of Kenya launched the national implementation plan for the Sustainable Development Goals, and expressed commitment that no one will be left behind including women and girls in the economic and social prosperity of the country. Kenya is leveraging its Vision 2030, the third Medium Term Plan, other national development plans and the devolved system of governance (devolution through the county-integrated development plans) to accelerate localization efforts and build more opportunities for women and girls.

## Prioritization of the SDGs and Integration into the National Development Plan

The process of domestication and localization of the 2030 Agenda is led by the Ministry of Devolution and Planning thus ensuring national ownership of the process and outcome. Following broad consultation before and after the adoption of the SDGs, Kenya has developed a road map for the implementation

of the SDGs. Importantly, the road map is co-signed by the Ministry of Devolution, the UN Country Team, civil society organizations, academia, think tanks and research institutions, as well as the private sector, and development partners. This attests to the inclusiveness of the consultative process and broad ownership of country priorities as well as the process itself. The road map identifies the following nine strategic actions to be undertaken.

## Partnerships and Mapping of Stakeholders for the Implementation of the SDGs

One of the potentially transformational aspects of the 2030 Agenda is the commitment to leave no one behind. Given the universality of the SDGs, the Government of Kenya acknowledges that it is critical to involve all relevant stakeholders in the implementation of the SDGs at national and county levels in Kenya. Strong collaboration will ensure the creation of synergies necessary to operationalize the SDGs. For the road map, therefore, an important first step is to map all relevant stakeholders who will be involved in implementation.

## Advocacy and Sensitization Regarding the SDGs

Kenya is clear that the level of social mobilization and sensitization around the SDGs is the key to successful implementation and will ensure that all stakeholders effectively play their part in implementation. A standardized SDGs advocacy and sensitization package is to be developed, including materials in local languages, and will involve all stakeholders including youth and women’s organizations, CSOs, the private sector, academia and research institutions, community-based organizations, and development partners.

<sup>11</sup> SDG Indicator Brief | PMA2015/Kenya-R4

<sup>12</sup> Sicily K. Kariuki, (Cabinet Secretary for Public Service, Youth and Gender Affairs in the Government of Kenya).

## Domestication/Localization of the SDGs

While the SDGs are a global agenda, implementation needs to reflect local contexts and priorities. Kenya has a devolved system of governance. The SDGs will need to be localized and mainstreamed in the planning and budgeting processes of all 47 counties. The key actors who should play a pivotal role in domestication/localization of the SDGs at county level include the Council of Governors, County Executives and members of County Assemblies.

## Mainstreaming and Accelerating Implementation of the SDGs

The road map calls for greater efforts to mainstream the SDGs into policy, planning and budgeting processes both at national and county levels. At the country level this will be done in the nation's Vision 2030 through Medium-Term Plans (MTPs) and Sector Plans; at the county level, mainstreaming will take place through County Integrated Development Plans (CIDPs).

## Resource Mobilization for the Post-2015 Development Agenda

Kenya commits to increase funding for the SDGs. The road map encourages CSOs to attend budget sector working group hearings to push for adequate financing of the Post-2015 Development Agenda.

## Monitoring and Reporting on the SDGs

Acknowledging the importance of M&E for tracking performance on the SDGs, Kenya commits to undertake surveys to generate county-specific SDG baseline data. The Kenya National Bureau of Statistics should lead the collection of data on the SDGs. Kenya is part of the Voluntary National Review for 2017 at the High-level Political Forum. The Kenya National Bureau of Statistics takes a lead role in alignment to global indicators and/or development of the SDGs indicators to fit the country context.

## Institutional Arrangements for the implementation of the SDGs

Kenya has established the SDG Secretariat in the Ministry of Devolution and Planning (MoDP). Furthermore, to ensure proper coordination and implementation of the SDGs at the national and county levels and between the two governments at these levels, the county governments will be assisted to establish units within the Secretariat of the Council of Governors SDGs Implementation Unit (SIU). In addition, an SDG Focal Point in each county will be appointed with the help of a unit and in consultation with each county government to facilitate smooth implementation at the county level. The SIU will work with the SDGs Secretariat at the MoDP. It will be important to strengthen the capacity of the Secretariat to ensure proper coordination and implementation of the SDGs at national and county levels with technical and other material support from development partners, including the UN system.

## UN Partnership and Support

The UN system in Kenya, Delivering as One, is a key development partner in Kenya's effort to domesticate, localize and implement the 2030 Agenda for Sustainable Development. The UNCT established the UN Sustainable Development Goals Technical Working Group (UN SDGs TWG) under the technical leadership of the UNDP. The UN Development Assistance Framework (UNDAF) has been aligned with the SDGs. The UNCT participated and supported the development of the road map for the implementation of the SDGs, and is committed to continue to support the country to implement the SDGs. The UN prioritized areas of support are in three broad areas:

- Continuous **sensitization** in the process of implementation of the SDGs is crucial as the Post-2015 Development Agenda is based on a bottom-up approach, meaning that all stakeholders should be empowered to engage. Any further interventions to advance the SDGs should thus be formulated through a participatory and inclusive process.

- The **alignment of the SDGs to national and county development plans** should be considered an essential component of the roll-out of the Post-2015 Development Agenda to ensure commitment to sustainable change and ownership of the achievements made.
- To ensure successful implementation of the Post-2015 Development Agenda, **global engagement and multi-stakeholder partnerships**

should be encouraged. Partnerships help to move from promises to performance, from intentions to actual improvements on the ground because mutual responsibility is enhanced. This aims at developing enduring goal- or sector-specific and global partnerships.

Data collection, analysis and use, as well as costing and financing are regarded as cross-cutting issues.



## GOVERNMENT APPROACHES TO LOCALIZATION AND IMPLEMENTATION OF THE SDGS IN MALAWI



# MALAWI AND SDGS

## Context

Malawi has focused on building resilience and moving the country towards self-reliance as per the vision of the current political leadership. There are many sources of risk and the financial costs of shocks as diverse as conflict, natural disasters, disease outbreaks and economic crisis are high and increasing in Malawi. It is essential that all development is risk-informed. It is vital for government to invest in resilience and set up the right regulatory, investment and legal regimes to ensure that risk is reduced and managed. The country has developed a road map featuring a strong focus on gender equality which is believed to be a core principle of development. This focus is premised on the lessons learned by Malawi. While the MDGs focused on equal access to education and on increasing the share of women in wage employment and in parliament, the SDGs go much further, ensuring women's full and effective participation in all levels of decision-making and their equal rights to economic resources, land ownership and access to reproductive health.

## Prioritization of the SDGs and Integration into the National Development Plan

- Government ministries and departments, including the Department of Economic Planning and Development in the Ministry of Finance, Economic Planning and Development, were supported to develop a road map on integrating the 2030 Agenda into the national development plan. The objective of the road map was to institutionalize a consultative process for continued national and regional level engagement, implementation, monitoring and reporting of results on achievement of the SDGs. The road map lays the groundwork to amplify and direct as appropriate the next national development strategy, the third Malawi Growth and Development Strategy (MGDS III).
- Government capacity was also enhanced through training and sharing best practices on adopting a “systems thinking” approach; this multi-stakeholder visioning process informed the prioritization and localization of the global development agenda. A training of trainers was conducted to teach government officials how to instruct their colleagues in various ministries and departments to build capacity and knowledge regarding the SDGs and to demonstrate the institutional linkages necessary for effective implementation.
- Through the lead government institution, Economic Planning and Development (EP&D), work began on developing nationally relevant targets and an indicator framework through the technical support of the National Statistical Office and various line ministries, especially Gender, Health and Education.
- A task team is being pulled together in 2017 under the leadership of EP&D to coordinate the process of the SDG report and align it to the M&E framework for the next national development plan. The task team will have representation from umbrella CSOs, the private sector, academia and relevant ministries, departments and agencies (MDAs).
- Department of Economic Planning and Development will also frame terms of references and develop a road map identifying roles/responsibilities and timelines to ensure completion of an analytical report by the end of July 2017.
- Social mobilization regarding the 2030 Agenda and Agenda 2063 with a focus on their normative underpinnings of human rights, gender equality and leaving no one behind. Government officials across different ministries as well as other stakeholders – including CSOs, NGOs, and development partners – have been sensitized on both Agendas through a series of introductory workshops that emphasize the benefits of prioritizing GEWE in the new strategy.

## Coordination Mechanisms for SDG Implementation and Localization in Malawi

While the government process is led by EP&D through the Planning Unit that coordinates the rest of the government sectors, the joint strategy meeting is comprised of principal secretaries and heads of UN agencies. It is chaired by the Chief Secretary with support of the UN Resident Representative

## Government Engagement in Regional SDG Spaces

- UNDP organized a meeting with the government around SDG prioritization.
- UNDG has held a consultative convening in June 2017 to accelerate the visioning and strategic prioritization of the SDGs in Malawi.

## Challenges in Implementation and Localization of the SDGs in Malawi

- Limited leadership by the government to push localization of SDGs, i.e. the development of the initial road map had to be pushed by the UN.
- Consultations towards the process of SDG social mobilization and localization are not well-coordinated by the key lead government entity in charge of planning.
- Limited capacity by the NSO to collect sex disaggregated data on some indicators which up until today have no baselines;
- Insufficient Coordination between the Economic Planning and Development Limited Ministries, Departments and Agencies (MDAs) on how to localize the SDGs

## MDG Lesson Applicable to SDG Implementation and Localization

Government and stakeholders were supported to identify bottlenecks and synergies across sectors at the end of the Millennium Development Goals framework. This was done through a comprehensive review of the country's growth and development

strategy (MGDS II). Evaluation findings will feed into the SDG prioritization and localization process. It is very clear in Malawi that the MDGs that lagged were those with gender connotations.

## Good practices in SDG Implementation and Localization Related to GEWE

- Close collaboration between the planning sections of the Ministry of Gender and the national gender machinery, as well as civil society, to advocate for GEWE in the prioritization and localization of the SDGs.
- Malawi has adopted a more inclusive and participatory approach and process ensuring representation from all stakeholders in needs related to SDG prioritization and localization.
- With support from UNDP, the Ministry has developed key messages and the messages will fast-track the localization of the SDGs

## UN System Partnership and Support

The UN partnered with the government of Malawi and Graça Machel Trust to host a panel discussion: *The Sustainable Development Goals (SDGs): What Does this mean for Malawi?* The event attracted a wide range of stakeholders representing development partners, civil society organizations, parliament, the public and private sectors, youth and the general citizenry and was a great entry for accelerating localization opportunities.

The main takeaways from the convening were the importance of embedding the next National Development Strategy (MGDS III) within a Malawian vision and the need to lay the right foundation for attaining the SDGs. UN Women Malawi – through the Civil Society Advisory Group, the UN Gender Group, and development partners – has prioritized discussions with the Ministry of Gender and the Department of Economic Planning and Development (EP&D) on the need to prioritize SDG 5 and gender indicators in the next National Strategic Plan basing it on the results of evaluations such as the MDGs end-line survey.

## GOVERNMENT APPROACHES TO LOCALIZATION AND IMPLEMENTATION OF THE SDGS IN RWANDA



# RWANDA AND THE SDGS

## Context

Rwanda's impressive performance in the context of the Millennium Development Goals (MDGs), especially in the following areas is well-known globally: universal primary education; gender equality and women's empowerment; infant and maternal mortality; HIV prevalence; and environmental sustainability. It is based on the strength of those results that Rwanda was selected to pilot the Agenda with the aim of "helping to strengthen capacities and build effective institutions" as well as enhance governance and rule of law. Rwanda's gains were attributed to accountable governance, transparency, zero tolerance of corruption and full integration of the MDGs in the national Vision 2020 road map. Other factors included home-grown solutions such as performance contracts, the Gir'inka programme, Umuganda, Gacaca, Umushyikirano and the use of community mediators (abunzi). Indeed, Rwanda's success in implementing the MDGs led to the naming of the country as host for the African Centre of Excellence for SDGs.

## Prioritization of the SDGs and Integration into the National Development Plan

Based on its success story in the achievement of most MDGs, Rwanda remains one of the SDG front-runners in Africa. Rwanda has contributed to shaping the 2030 Agenda for Sustainable Development through a series of national consultations on the country's aspirations for the Post-2015 Development Agenda. As a pilot country, Rwanda has also played a leadership role in the context of UNDP's global initiative on SDG 16; in February 2016, the country hosted the global workshop to review lessons from pilots. Rwanda was also a pilot for the component related to capacity development in close collaboration with the National Capacity Building Secretariat (NCBS).

In addition, the government launched a national communication campaign on the SDGs and translated them into Kinyarwanda.

With the support of the United Nations system, Rwanda completed a comprehensive assessment of its readiness to implement the SDGs. This exercise included an Initial Gap Analysis<sup>13</sup> which helped establish the degree of alignment at indicator level between the current national development framework and the SDGs, as well as the data requirements to track progress towards Rwanda's prioritized SDGs. Prioritization has not yet been undertaken but is planned for the very near future. The Initial Gap Analysis and data assessment form a strategic input into the formulation of the new national development plan and the long-term vision including the ongoing formulation of the Third Economic Development and Poverty Reduction Strategy (EDPRS 3) and Vision 2050 respectively as successor frameworks to the current but soon-to-be phased out EDPRS 2 and Vision 2020.

Most recently, Rwanda has also engaged in a strategic foresight exercise for the SDGs. The nation also hosts the Africa Sustainable Development Goals (SDGs) Centre designed to drive innovation and research towards the achievement of the SDGs in Africa.

Furthermore, through the National Institute of Statistics Rwanda, an intensive engagement with all 16 sectors of the EDPRS 2 took place on the SDG indicators. The impact is expected to cascade further into discussions at each sector level regarding which indicators are currently being measured and which are not, and how to incorporate the new ones. The exercise provided a preliminary view of data availability vis-à-vis SDG domestication within existing planning, monitoring and implementation frameworks.

Beginning in April 2017, the Government of Rwanda and One UN Rwanda – with the technical support of the joint UNECA-UNDP Regional Service Centre – have undertaken the second phase of the SDGs Policy Gap

<sup>13</sup> The Gap Analysis was done by a national consultant associated with the Institute of Policy Analysis and Research.

Analysis (targets, indicators and policies) to guide the preparation of EDPRS 3 and promote the integration of, and alignment with, regional and global development frameworks. The policy gap analysis is guided by an agreed upon analytical framework and supported by the UNDP Rapid Integrated Assessment tool (RIA) and the ECA Integrated Alignment and Reporting Tool (IART). This in-depth policy gap analysis has been used to inform the strategic prioritization of the SDGs due by the first half of the current year.

- ➡ The process of integrating the SDGs into the Rwanda National Development Plan followed this pathway:
- ➡ Cabinet approval of the MDGs Implementation Report and adoption of a road map/coordination mechanism for domestication of the SDGs.
- ➡ SDGs were translated into Kinyarwanda as part of the communication plan and copies have also been circulated across the country.
- ➡ Workshops, trainings, and sensitization campaigns held through the media.
- ➡ An in-depth planning gap analysis was undertaken to understand the extent to which the existing National Planning Framework covers the SDGs.
- ➡ Moving forward:
  - Continue communication and social mobilization about the SDGs.
  - Finalize set of indicators to be used at country level in the SDG monitoring and evaluation process.
  - Ensure a full integration of the SDGs into the national planning framework.

### Prioritization of Goal 5 on Gender Equality and Women's Empowerment and Other Gender-specific Targets

Rwanda is empowering national gender machinery institutions to become familiar with the 2030 Agenda and understand the GEWE-specific goals, targets and indicators including Goal 5 and compare them with the gender-related sector strategies and sectoral profiles to prioritize and set national targets. This

is a work in progress that underscores the strategic direction that the Gender Cluster would like to take. Although the country's positioning around SDG domestication and localization is being spearheaded by the Ministry of Finance and Economic Planning (MINECOFIN), the work is progressively trickling down to line ministries.

### Coordination Mechanisms for SDG Implementation and Localization in Rwanda

The domestication framework for the SDGs reflects a joint Government of Rwanda and UN System institutional coordination structure spanning from top leadership down to the local level. The Ministry of Finance and Economic Planning and the National Institute of Statistics of Rwanda (NISR), with technical support from the One UN Task Force, coordinate the domestication of the SDGs at the national level, while the Joint Action Development Forums provide the platform for engagement at district and lower levels. There are also effective Sector Working Groups to deliver well-coordinated sectoral plans and related to implementation. Efforts are underway to enhance inter-sectoral coordination in the implementation of EDPRS<sup>14</sup> 3 as a successor framework to the outgoing Second Economic Development and Poverty Reduction Strategy (EDPRS 2), as well as to identify synergies and potential savings from collaboration across sectors.

### Government Engagement in Regional SDG Spaces

Rwanda engages RECs like AU/ECA and UNDP Regional Service Centre for Africa to facilitate the foresight training, regional SDG domestication and AU Agenda 2063 scoping missions to Rwanda which feed into the strategic visioning for SDG implementation. Additionally, the presence of the Kigali-based SDGs Centre for Africa brought further opportunities in terms of strategic thinking around SDG domestication, implementation and monitoring. More specifically, the Centre advocates for SDG implementation and localization through:

<sup>14</sup> Economic Development and Poverty Reduction Strategy

- Innovation and Technology
- Developing strategies and financial plans to support long-term SDG investments in human capital and infrastructure
- Policy and analytical tools to support SDG achievement
- Strengthening teaching, research and policy in African universities

One recommendation to the RECs and inter-governmental bodies would be to create environments conducive to multi-country and peer-to-peer experience sharing with the goal of a unified approach based on best practices. This harmonization of approach would apply throughout the entire cycle from planning and implementation to monitoring and evaluation. At the same time, an important enabling factor would be a unified advocacy and resource mobilization strategy for the SDGs and Agenda 2063 across the region.

### MDG Lessons Applicable to SDG Implementation and Localization

- ⇒ Visionary leadership and good governance that recognizes gender equality as a development issue via the following:
  - An ambitious Vision 2020 where gender is mainstreamed with bigger targets beyond the MDGs, i.e. “The MDGs are a floor, not a ceiling.” – H. E Paul Kagame.
  - Citizen-driven, institutionalized and conducive legal and policy environment (PMO - National Coordination; MINECOFIN - National Planning; GMO - Gender Monitoring)
  - Institutionalization of a results-oriented culture to ensure accountability, performance and delivery.
  - Inclusive model of planning for development that ensures wide participation of women, youth and people with disabilities.
- ⇒ Ownership and accountability of the development agenda by a wide of range of stakeholders through joint planning and implementation (citizens, civil society, private sector, development partners).

⇒ Home-grown initiatives geared towards poverty eradication such as Vision 2020, Umurenge Programme, One Cow Per Poor Family Programme, community health-based insurance, and the efforts of community health workers critical for accelerating the achievement of SDGs, specifically GEWE-related SDGs.

⇒ Targeted capacity-building in priority areas at both institutional and individual levels including a foresight exercise for the SDGs, wide visioning and planning for the One UN technical team and government line ministry planners.

⇒ Robust accountability mechanisms: strong public finance management systems, zero tolerance for corruption, national dialogue, leadership retreat, etc.

### Good Practices in SDG Implementation and Localization Related to GEWE

Extensive social mobilization and strategic engagement by key government actors such as parliamentarians and national gender machinery institutions, sectoral working groups and other stakeholders in Rwanda is an important good practice.

High-level political will and support has also been very instrumental in encouraging confidence in the policy-level integration of the SDGs. An example of this high-level commitment is a week-long senior government leadership retreat in March 2016. The retreat set the country's strategic direction across national and global development frameworks such as EDPRS 3, Vision 2050 and the SDGs.

### Financing for the SDGs in Rwanda

The Rwandan government recognizes the importance of adequate and sustainable financing for the SDGs. Different sectors are mandated to develop and implement strategies for financing. In March 2016, the health sector organized a conference for local and international experts on health financing; attendees met in Kigali to discuss health financing modifications and how they can be aligned with the Sustainable Development Goals. The discussions are expected to



**Table 1: Coordination Mechanisms for SDG Implementation and Localization in Rwanda**

Role	Organ	Functions
Oversight and Accountability	Senate and Parliament	Oversight of progress; endorsing plans and budgets; demanding accountability
Strategic Orientation	Cabinet	Approval of financing and implementation plans; strategic guidance
Strategic Monitoring	Leadership Retreat	
Umushyikirano/ National Dialogue	Annual monitoring and accountability	
Technical Adviser	DPCG	Technical advice and support to implementation
National Technical Coordination	MINECOFIN	Integrating SDGs into plans and budgets; monitoring and evaluating progress
Sector Coordination	Ministerial Clusters	Addressing cross-sectoral issues
Technical Consultations	Sector Working Groups	Forum for engaging all stakeholders; monitoring sector level
District coordination	District Councils, District Joint Action Development Forums (JADFs)	Forum for engaging all stakeholders; monitoring district level
	Community Outreach through UMUGANDA and district administrative organs such as sectors, cells, and villages	Citizen participation and engagement forums

contribute to the current government process of developing a sustainability plan for the whole health sector.

### UN System support for localization of the SDGs in Rwanda

Rwanda is a Delivering as One country and as such has benefited from coordinated UN System support as the country transitions from the MDGs to the SDGs. Through the One UN initiative, Rwanda participated in a gap analysis with the Finance Ministry to identify the SDGs, indicators and targets not reflected and mainstreamed in national and sectoral development plans. As in Kenya, One UN in Rwanda has set up an inter-agency task force on the domestication of the SDGs.

The United Nations Development Assistance Plan (UNDAP 2013-2018) constitutes the single business plan of the One UN Rwanda Team in the context of the Delivering as One framework. As early as July 2015, One UN organized an SDG sensitization and social mobilization with parliamentarians. The UN System is also supporting government strategy on green economy and climate resilience through the Joint Programme for Green Economy. This initiative is being implemented in collaboration with the Ministry of Natural Resources and other stakeholders.



## GOVERNMENT APPROACHES TO LOCALIZATION AND IMPLEMENTATION OF THE SDGS IN UGANDA



# UGANDA AND SDGS

## Context

In **Uganda**, national consultations on the SDGs coincided with meetings on the country's Vision 2040. This coincidence presented an opportunity for aligning both processes and resulted in 76% of SDG targets are mainstreamed in the National Development Plan (NDP II). Additionally, the SDGs and their targets have been localized and mainstreamed in most Sector (18) and Local Government Development Plans. At the UN level, more than 80% of the targets have been mainstreamed in UNDAF 2016-2020. The diagram below presents Uganda's remarkable achievement.

### Prioritization of the SDGs and Integration into the National Development Plan

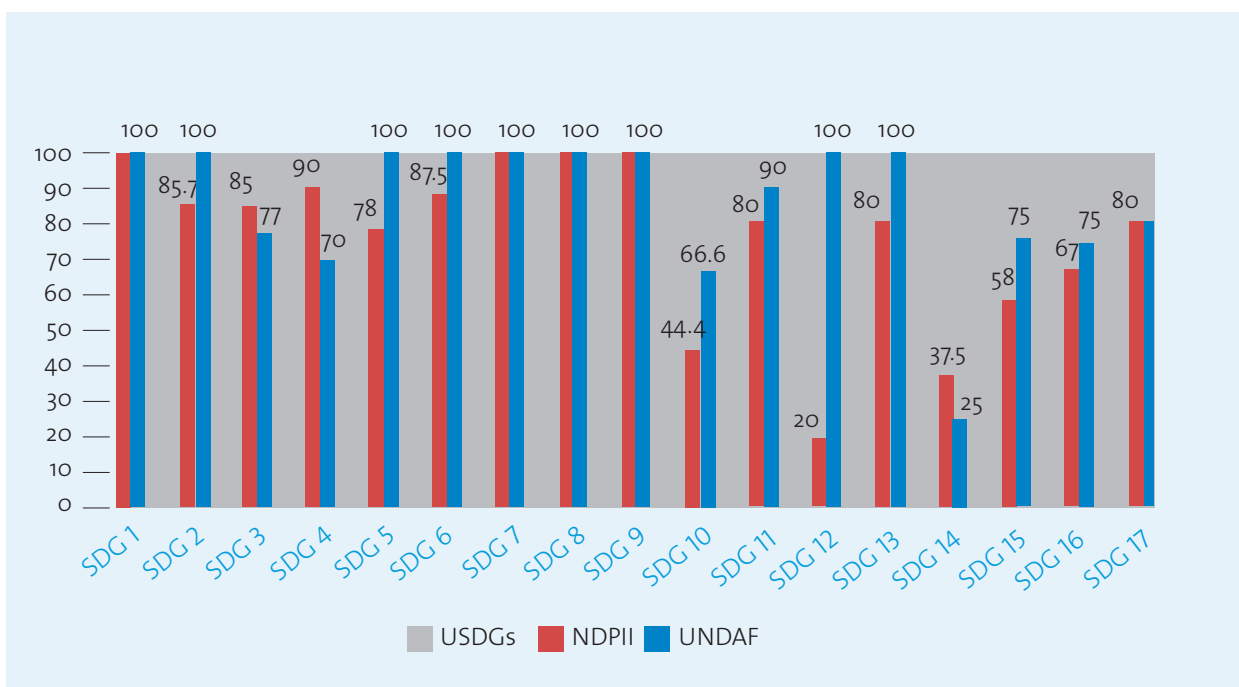
National efforts involved integrating the SDGs into National Vision 2040. Uganda's National Vision 2040 aims to transform Ugandan society into a modern and prosperous country with a focus on homesteads

moving from subsistence to commercial agriculture – where most women are engaged.

The NDP II emphasizes:

- Ending all forms of discrimination against all women and girls nationwide.
- Ensuring women's full participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- Enhancing the use of enabling technologies and ICT to promote women's empowerment.
- Undertaking reforms to give women equal rights to economic resources as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources in accordance with national laws.

### Percentage of SDG targets integrated within the UNDAF (2016-2020) and NDP II (2016-2021)



- Reducing the rate of discrimination and marginalization by 4% by 2030.
- Mainstreaming gender and human rights in policies, plans, and programmes in sectors and local governments.
- Promoting the formulation of gender-sensitive regulatory frameworks in all sectors and local governments with a focus on the emerging area of climate change.
- Promoting women's economic empowerment.
- Promoting and protecting the rights of vulnerable groups such as children, people with disabilities, and older people.

Uganda has its own indicator sets and systems, aligned with national priorities, which include localized indicators. A national standard indicator list compiled by a team from the Ministry of Finance, Planning and Economic Development, OPM, NPA, and the Uganda Bureau of Statistics (UBOS) has been designed and the team is currently harmonizing NDP II and the SDG list of indicators by goal and theme. There is an overlap between various national and SDG global monitoring indicators; indicators are not always defined and measured in the same way and do not sufficiently cover all SDGs and targets.

## Prioritization of Goal 5 on Gender Equality and Women's Empowerment and Other Gender-specific Targets

As the Inter-agency and Expert Group (IAEG) met in Mexico to discuss the SDG indicators, a proposed list of harmonized gender indicators was enshrined in the Second National Development Plan (NDP II) and the SDGs were presented for endorsement. Under the framework for SDG coordination, UBOS – supported by UN Women along with the respective sectors – developed 106 national priority gender indicators (NPGEIs) in a participatory process. The list was adopted by the Government of Uganda in a high-level meeting attended by permanent secretaries and senior officials from different ministries, departments and agencies, development partners, CSOs and academia and launched in November 2016.

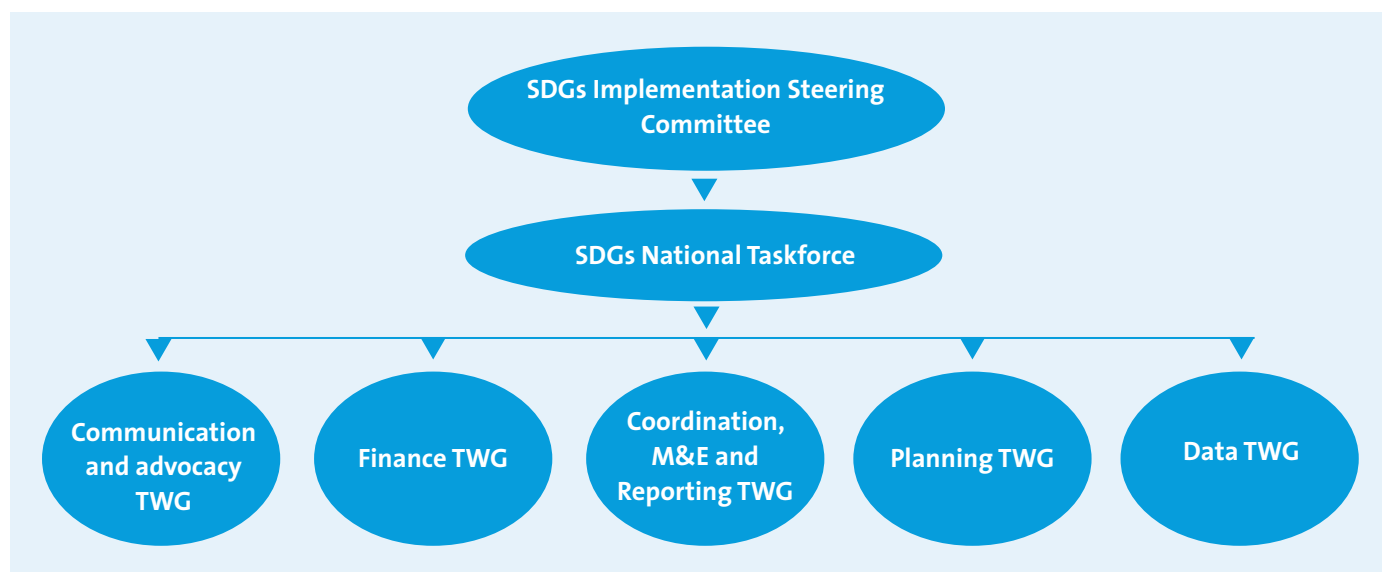
The NPGEIs consist of 106 indicators categorized into six thematic areas:

Economic	24
Education	28
Health	35
Leadership and Political Participation	5
Human Rights	6
ICT	5

These indicators are meant to monitor gender equality-related progress in the National Development Plan II (2016-2020), National Gender Policy, Plan for National Statistical Development and the gender-related SDG targets. The NPGEI data will be used to inform Uganda's annual and biannual reports on the implementation of government priorities and national SDG reports.

In the spirit of leaving no one behind, including women and girls, Uganda has committed itself to a more robust approach to development. The country is undertaking the following steps:

- Designing appropriate multi-dimensional indicators to measure “integratedness” such as GDP per capita.



- Designing appropriate planning, budgeting, implementation, monitoring and reporting tools and guidelines such as the move from output to results-based budgeting.
- Establishing capacity needs including those related to GEWE and working with partners such as development actors, CSOs and the private sector to address these gaps.
- Setting up an accountability forum led by civil society with the participation of the private sector.

### Coordination Mechanism for SDG Implementation and Localization in Rwanda

An inaugural SDGs coordination meeting was held on 30 March 2016; it was agreed that a coordination framework should be developed for the implementation of the SDGs with five technical working groups: data; communication and advocacy; coordination, monitoring and evaluation and reporting; financing; and planning. The Office of the Prime Minister (OPM) is tasked with the overall coordination, monitoring and evaluation, reporting and popularizing of the SDGs. The Ministry of Finance, Planning and Economic Development is responsible for financing. The National Planning Authority looks after the integration of the SDGs into all national, sector and local government plans and the Uganda Bureau of Statistics provides data.

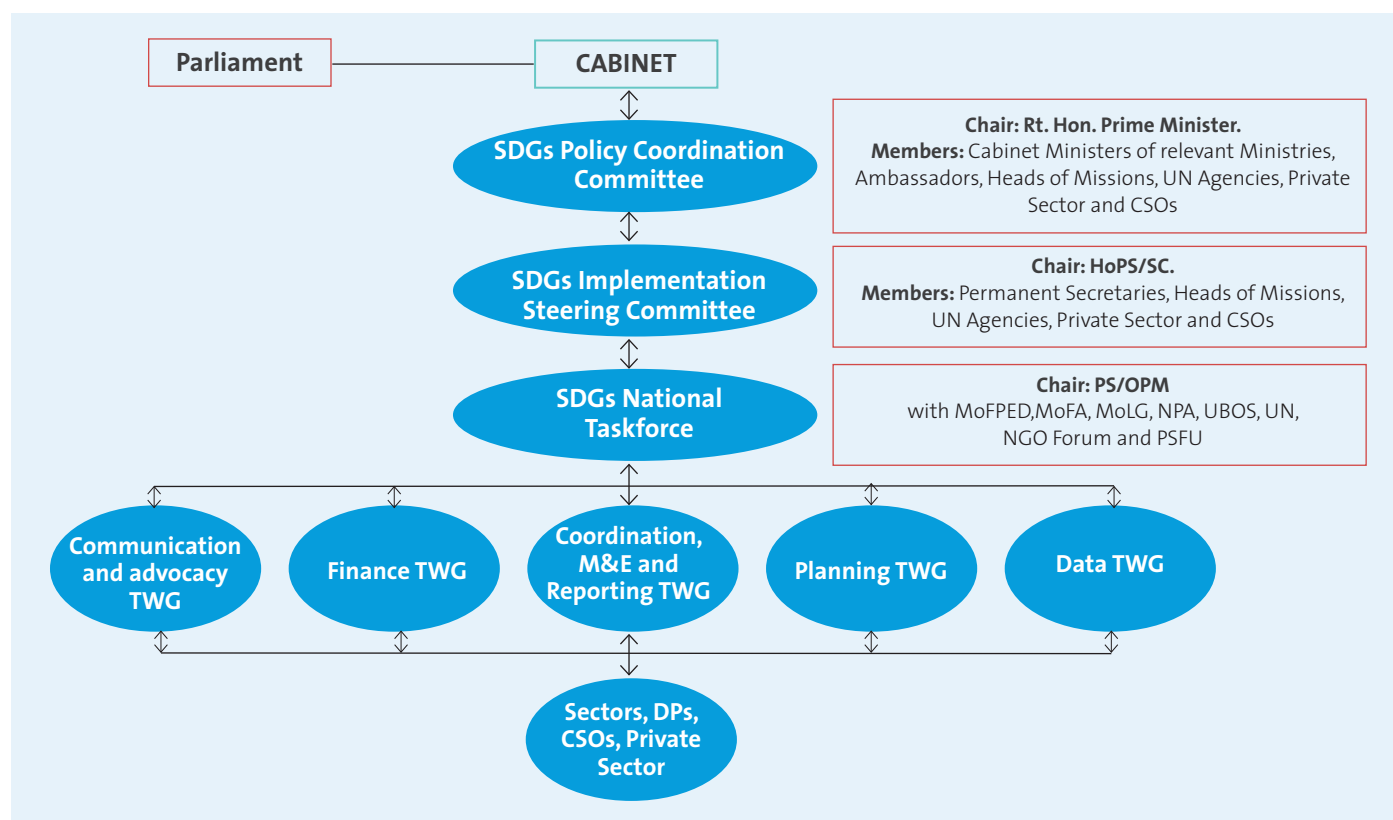
### Involvement of Non- State Actors in the Localization and Implementation of the SDGs

The Ugandan government has involved non-state actors to:

- ➡ Social mobilization and buy-in regarding the SDGs among diverse stakeholders.
- ➡ Improve collaboration and reduce friction between government and non-state actors.
- ➡ Offer oversight to ensure sector plans/budgets are aligned to the SDGs prior to approval.
- ➡ Ensure implementation of the SDGs and demand consistent government reports on progress including on SDG 5, and other gender-specific SDGs, to improve accountability and accelerate results within the framework.

### Government Engagement in Regional SDG Spaces

In June 2016, Uganda participated in a regional SDGs workshop in Johannesburg on mainstreaming the 2030 Agenda for Sustainable Development and Agenda 2063 into national development plans and strategies in sub-Saharan Africa. This event was attended by experts from governments and civil society as well as economists from UNDP and other UN agencies.



In August 2016, Uganda participated in the Sixth Tokyo International Conference on African Development (TICAD-VI) in Nairobi, Kenya. This gathering provided an opportunity for high-level policy dialogue, acting as a major global platform through which Asian and African nations, as well as international stakeholders, collaborate to promote African development.

To intensify government engagement on regional SDG spaces, the government recommends increasing information sharing of best practices among African governments, private sector actors and CSOs. It also advocates for the harmonization of reporting to avoid writing fatigue and the establishment of high-level political forums at the regional level to share experiences.

## Challenges in Implementation and Localization of the SDGs in Uganda

The Government of Uganda has faced the following challenges in the localization and implementation of the SDGs:

- ➡ Inadequate funding and coordination.
- ➡ Mismatch between national and global level data due to differences in concepts, definitions, methodologies, data sources and weak coordination within the global statistical system.
- ➡ Irregularity of data-collection programmes including the measurement of gender and intersecting inequalities.

### MDG Lessons Applicable to SDG Implementation and Localization

- ✓ Ownership at political, technical and community level is critical.
- ✓ Ownership by parliament, private sector, CSOs and development partners adds value when individual roles are clear and stakeholders are involved in coordination frameworks.
- ✓ Advocate for inclusive and participatory processes in localization and implementation of the SDGs.
- ✓ Employ data-driven approaches and strengthen data-collection institutions to accelerate results.
- ✓ Multisectoral coordination frameworks should embrace all players and be owned at the highest level in the country.
- ✓ SDG monitoring should be anchored in existing structures of government to ensure sustainability.
- ✓ Indicators for measuring gender equality should be aligned to the national development framework to ensure prioritization and sustainability.

### Good Practice in SDG Implementation and Localization Related to GEWE

The Ugandan government has learned that for SDG localization and implementation to be successful, it is encouraged to go beyond targeting the government alone; rather, the approach should be inclusive and prioritize partnerships from the government, parliament, the private sector, CSOs, development partners and the international community.

### UN System Support on Localization of SDGs in Uganda

Uganda was one of the pilot countries for the implementation of the Mainstreaming, Acceleration and Policy Support (MAPS) approach promoted by UNDG for UN System support to governments. The

process was led by the government and facilitated by representatives from the Ministry of Foreign Affairs, the Ministry of Finance, Planning and Economic Development, and the National Planning Authority. Experts from UNDP and the United Nations Department of Economic and Social Affairs (DESA) also contributed to facilitation by presenting a global perspective on the evolving issues of global partnership, financing for development, review, follow-up, and SDG synergies. The exercise highlighted how the government of Uganda has already made significant progress in integrating the SDGs into national planning. Specifically, the proposed National Development Plan II (NDP II) already includes many of the SDGs and a significant portion of the proposed targets have been adjusted to the national context.<sup>15</sup>

The UN system supported a series of workshops in all regions of Uganda on the localization of the SDGs even prior to the adoption of the 2030 Agenda. The workshop created a space for representatives of various stakeholder groups (government and NGOs) to discuss how to successfully implement the Post-2015 Development Agenda in Uganda. Participants were trained to become agents of change in the process of implementing a truly transformative development agenda and to drive crucial discussions around policy integration and financing using local resources.

The UNDAF is aligned to the reviewed national development plan, and to the SDGs. Over 80% of the SDG targets are mainstreamed in the UNDAF which ensures continued UN support for the implementation and monitoring of the SDGs in Uganda.

<sup>15</sup> Good practices extracted from the UNDG Reference Guide to UNCTs on MAPS, p. 17.

## GOVERNMENT APPROACHES TO LOCALIZATION AND IMPLEMENTATION OF THE SDGS IN ZIMBABWE



# ZIMBABWE AND THE SDGS

## Context

Following the global launch of the 2030 Agenda in New York, the Ministry of Macro-Economic Planning and Investment Promotion coordinated the consultations that led to the Zimbabwe SDG Position Paper. The paper is meant to raise public awareness of the SDG Agenda, align the Goals to the existing Zim Asset clusters and enabling clusters, and allow sectors to prioritize the SDG targets and indicators in terms of implementation. In coming up with the position paper, the government consulted widely through multi-stakeholder workshops and several follow-up meetings. The stakeholders included government departments, the private sector, civil society, academia, UN agencies and other development partners, youth, women's organizations and people living with disabilities. Zimbabwe, therefore, is among the countries that have produced country position papers on the SDGs<sup>16</sup>.

## Prioritization of the SDGs and Integration into the National Development Plan

The process of SDG implementation and localization started with sensitization and consultations led by the Ministry of Economic Planning. It involved diverse actors including: government sectors (national and subnational); the private sector; civil society; community and faith-based organizations; development partners and all UN agencies; youth and women's organizations; local authorities; and various other groups representing Zimbabwean society. The core national planning framework in Zimbabwe is the Zimbabwe Agenda for Sustainable Socio- Economic Transformation (Zim Asset) and its architecture which consists of four core clusters and two enabling clusters.

The Zim Asset clusters and enabling clusters were tasked with drawing parallels between the SDGs and their respective areas of work to ensure that they are truly mainstreamed in the implementation process of the national development plan.

The SDGs were linked with the Zim Asset clusters and enabling clusters as follows:

- Value Addition and Beneficiation (SDGs 1,2,5,8,9 and 12)
- Food Security and Nutrition (SDGs 1,2,5,8,13,14 and 15)
- Infrastructure and Utilities (SDGs 1,5,6,7,8,9 and 11)
- Social Services and Poverty Reduction (SDGs 3,4,5, 6 and 10)
- Fiscal Reform Measures (SDGs 8,5,10 and 17)
- Aid Coordination, Public Administration, Governance and Performance Management (SDGs 5,7,8,10,11 and 16)

The SDGs, along with subsequent targets and M&E modalities, were incorporated into workplans and budgets within the activities outlined in Zim Asset and subsequent economic blueprints. The Zimbabwe United Nations Development Framework (ZUNDAF) underpins the implementation of UN development support to government. ZUNDAF's six (6) thematic areas are aligned to the Zim Asset clusters. As part of implementation modalities, the SDG targets were embedded into the existing ZUNDAF operational framework. This process also acknowledged the cross-cutting nature of SDG 5 and recommended the presence of representatives of the UN Gender Results Group in all the five thematic areas.

## Prioritization of Goal 5 on Gender Equality and Women's Empowerment and Other Gender-specific Targets

- ✓ The process involved organizing consultations with all stakeholders for consensus-building on lessons learned and to deal with unfinished business regarding Goal 5 on GEWE and other gender-specific SDGs, targets and indicators.
- ✓ Sensitization of stakeholders regarding the status of GEWE in the country as revealed by various

<sup>16</sup> *Zimbabwe Position Paper on Sustainable Development Goals (SDGs)* by Dr. D.M. Sibanda, 2016.



studies including gender data reports, Zimbabwe Vulnerability Assessments, Common Country Assessments and Zimbabwe Demographic Health Surveys, among others.

- ✓SDG 5 indicators and their targets were also mainstreamed in existing operational policies and structures like the GEWE M&E framework – including studies and surveys – to ensure availability of gender data for programming. Gender analysis of tools for studies and surveys were developed to ensure that gender issues are adequately addressed in all data collection and programming.
- ✓The process identified some gender issues that cannot be adequately addressed in sector programming hence the need for prioritizing SDG 5 as a stand-alone area. The cross-cutting nature of Goal 5 was acknowledged and the presence of representatives of the Gender Thematic/Results Group in all thematic areas was recommended.

### Coordination Mechanism for SDG Implementation and Localization in Zimbabwe

SDG implementation and localization is coordinated by the Office of the President and Cabinet with technical support from the Ministry of Macro-Economic Planning and Investment Promotion. All sector ministries are responsible for implementation and progress monitoring of the relevant goals. The UN has also formed a technical team co-chaired by UNDP and UN Women and comprising experts from all UN agencies for technical support in the implementation and localization of the SDGs. The technical team works closely with the government team.

### Government Engagement in Regional SDG Spaces

- An M&E Framework is being developed to monitor implementation of the revised SADC Gender Protocol approved in 2016.
- SADC Parliamentary Forum supports the *HeForShe* campaign with parliamentarians to advocate for

gender equality especially focussing on ending violence against women.

### Challenges in implementation and Localization of the SDGs in Zimbabwe

Zimbabwe currently faces an economic downturn; hence, financing for SDG implementation is inadequate. In terms of mitigation, the government realizes that domestic resource mobilization is anchored in sustained economic growth and that support by an enabling macroeconomic environment is key to financing the SDGs. Several reforms targeting domestic resource mobilization are already being implemented under the Zim Asset enabling cluster on Fiscal Reform Measures.

### MDG Lessons Applicable to SDG Implementation and Localization

- ✓When the MDGs were launched by the United Nations, the government decided that it would implement all eight MDGs. However, Goals 1, 3 and 6 were prioritized since these goals represented the biggest challenges facing the country at the time. It was thought that their implementation would trigger success in the other MDGs.
- ✓The same methodology has been adopted in the prioritization of the Post-2015 Development Agenda. The prioritization exercise was guided by the need to focus on enabling goals, increasing resource availability and dealing with unfinished business related to the MDGs. Although all 17 Sustainable Development Goals will be implemented, the government decided to focus on and prioritize the following SDGs: Goal 2 - Zero Poverty, Goal 3 - Health, Goal 4 - Quality Education, Goal 5 - Gender Equality and Women's Empowerment, Goal 6 - Clean Water and Sanitation, Goal 7 - Affordable and Clean Energy, Goal 8 - Decent Work and Economic Growth, Goal 9 - Industry, Innovation and Infrastructure, Goal 13 - Climate Action and Goal 17 on Partnerships for the Goals.

- ✓ Prioritizing SDG 5 will sustain the focus on implementation and ensure budgetary allocations to gender equality.
- ✓ Include gender indicators in all sectors for a holistic approach to addressing gender equality and women's empowerment issues.
- ✓ Availability of statistics and adoption of a uniform baseline is key to monitoring and evaluating performance.
- ✓ Communication and advocacy play critical roles in the implementation and localization of the SDGs in Zimbabwe. All stakeholders, including development partners, civil society, members of parliament, the private sector and all vulnerable groups should be mobilized to work together to achieve the Sustainable Development Goals and ensure that no one is left behind.

### Good Practices in SDG Implementation and Localization Related to GEWE

- ✓ A multi-stakeholder approach has been adopted to augment government efforts. As stated in the Post-2015 Development Agenda, governments – especially in the developing world – will not be able to implement the Agenda on their own. Key partners have been mobilized in the financing, implementation, monitoring and evaluation of the SDGs. Zimbabwe has ensured engagement with all stakeholders and with all levels of the community to facilitate common understanding and to support implementation and localization of the SDGs.

### SDG financing: Optimizing the Use of Domestic Resources

Zimbabwe is currently implementing a national economic blueprint referred to as the *Zimbabwe Agenda for Sustainable Socioeconomic Transformation (Zim Asset)*. The implementation architecture of this blueprint has a sub-cluster, *fiscal reform measures*, responsible for crafting ways to mobilize resources to meet national priorities. The SDG targets have been embedded in these national priorities. As a country under economic sanctions, Zimbabwe

views domestic resource mobilization as a sanction-busting strategy that catalyses the achievements of its development goals. To this end, the country is pursuing the following measures:

- The creation of a sovereign wealth fund through an act of parliament: Zimbabwe Sovereign Wealth Act of 2014. While the necessary legislative requirement has been put in place, the fund's operationalization has been delayed.
- Zimbabwe boasts a vibrant national AIDS fund which is supported through a 1% AIDS levy charged to all formally employed people. The fund is managed by the National AIDS Council.
- The Zim Asset and the Ten-point plan emphasize the need for public-private partnerships; a considerable number of partnerships now exist thereby ensuring that at least some of the Zim Asset and SDG targets are realized.

### UN Partnership and Support

The United Nations is at the forefront in fostering partnerships that will continue to mobilize support, together with development partners and the rest of the international community, in the localization of the SDGs in Zimbabwe. The UN supports implementation of the SDGs under the 2016-2020 Zimbabwe UN Development Assistance Framework (ZUNDAF) and various advocacy and social mobilization campaigns to raise awareness on the Global Goals. In this regard, parliamentarians; local authorities (provincial, urban and rural); young people in schools, universities, and youth associations; traditional leaders; and the media have come together to propel the achievement of the SDGs. The UN continues to support the advancement of human rights and the rule of law, including through the Universal Periodic Review process and by strengthening the capacity of independent national bodies, including: The Human Rights Commission; Gender Commission; National Healing, Peace and Reconciliation Commission; and the Zimbabwe Electoral Commission. The ZUNDAF prioritizes the UN's support in the areas of food and nutrition security; gender equality; HIV and AIDS; poverty reduction and value addition; public administration and governance; and social services and protection.



# **UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.**

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to implement these standards. It stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.



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