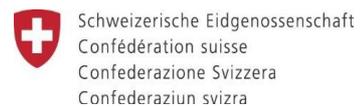


# African Pilot Programme on Enhancing the Use of Country Result Frameworks

## Final Report

September 2016



## Executive summary

The Report for the Pilot Programme on Enhancing the Use of Country Results Frameworks (CRFs) is a product of two workshops (South Africa, Uganda), reports submitted by Pilot Countries and further regional, continental and global consultative processes. This Pilot Programme is conducted under the leadership of **the NEPAD Agency in partnership with the African Pilot Countries<sup>1</sup>**, in collaboration with **the Government of Switzerland and the Government of Bangladesh under the auspices of the Global Partnership for Effective Development Cooperation (GPEDC)**. The project falls within the ambit of the Global Partnership Initiative on results and mutual accountability (GPI R&MA).

It is appreciated that the **types of CRFs and its modalities will differ from country to country** based on differences in context and further agreed on the **standardisation of terminologies** generally in development cooperation and more specifically in the specific field of results and mutual accountability. The richness of the information shared by participating countries, will definitely deepen and inform the concept of CRFs, with some of the highlights being participating countries who reported on their **expansion of institutional capacity for service delivery** and highlighted initiatives aimed harmonising, monitoring and evaluating long-medium-and short-term development priorities. A significant number of participating countries are putting **strategies** in place **to operationalize development frameworks for results**.

Substantial progress has been achieved in the creation of **inclusive partnership platforms** for planning and alignment of the priorities of development partners to that of Government, and also a **deepened partnership between state actors, private sector, Civil Society Organizations**. At the same time institutional capacities remains critical for the effective implementation of CRFs, commendable home-grown initiatives, the strengthening of **mutual and domestic accountability** were highlighted.

The utilisation of the CRF as a platform to align and integrate the **Sustainable Development Goals (SDGs)** and AU Agenda 2063 with national priorities was explored and the potential to this effect is immense. In this regard the role of **Continental and Regional Institutions** as platforms to facilitate intra country and South-South experiences and learning, as a medium to link the national interests with the global agenda, and integrate the global agenda into national frameworks have been highlighted as a critical priority in making the CRF a workable platform for the SDGs. At the same time the importance of a **dedicated budget** to allow for the full implementation of priorities under the CRF is defined as critical requirement.

The **leadership role of government** in guiding and ensuring the implementation and accountability of the CRF, supported by its various partners participating in the CRF forms an important cornerstone of the CRF.

The Report concludes with a summary of **African priorities and Actions** in the furthering of the CRF, as agreed on by the participating countries and experts, translating the African experience into a way forward, both in terms of priorities, as well as actions.

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<sup>1</sup> Kenya, Mozambique, Madagascar, Rwanda, Burundi, Uganda, Cameroon, DRC and Tanzania.

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## **1. Introduction**

This Report is a product of two workshops (South Africa, Uganda), reports submitted by Pilot Countries and further consultative processes led by the NEPAD Planning and Coordination Agency (NEPAD Agency), supported by the Government of Switzerland and the Government of Bangladesh. The document is aimed at contributing both to the Global Partnership Initiative (GPI) on results and mutual accountability, as well as towards consolidating Africa's position in the preparation for the Second High-Level Meeting (HLM2) of the GPEDC, to be hosted by the Government of Kenya in 2016.

In addition to the introduction this document consists of eight sections. The first section sketches the background of this GPI. This section is followed by a short reflection on the regional and global context in which the consultation took place. The following section is the most substantive of the report and contains a synthesis of the feedback provided by participating countries. This section focuses on trends in the discussion. Challenges, Priorities, the potential of the CRFs as platform to integrate the SDGs into national priorities and processes and recommendations are discussed in the following sections. The concluding section deals with the identification of key priorities and the requisite actions. These sections draw on the specific challenges and priorities identified by participating countries, and should be viewed as the consensus of the participating countries represented at the consultation.

## **2. Background**

In order to advance the implementation of core commitments made by members of the Global Partnership of Effective Development Cooperation (GPEDC) in Busan (2011) a set of Global Partnership Initiatives (GPIs) was launched. The Government of Switzerland and the Government of Bangladesh have taken the lead in championing a GPI on results and mutual accountability. To this end a program on the development and use of CRFs was initiated. The main objective of this GPI is to promote the alignment of development partnerships with national development priorities at all levels.

The NEPAD Agency is the African coordinating body for this initiative, and co-hosted the first consultation on the African pilot of the GPI. Held in Kenya in April 2015, the consultation created a platform for sharing and exchanging best practices on results and mutual accountability. The participating countries in the first phase of the African pilot were Benin, Kenya, Mozambique, Madagascar, Rwanda, Burundi and Uganda. A follow-up consultation was held in South Africa from 25-27 April 2016, with the aim to discuss progress in implementing CRF action plans, to share best practices, and create a platform for mutual learning. This phase of the pilot also saw the inclusion of Cameroon and the Democratic Republic of the Congo in the GPI.

This Report is further influenced by continued engagements with the different countries, as well as two case studies provided by Uganda and Tanzania, with Tanzania joining the initiative more recently.

### **3. Context: Global, Regional, Country**

At the First High-Level Meeting of the GPEDC, hosted by the Government of Mexico in 2014, Africa presented a consolidated position on its priorities within the ambit of the GPEDC. The HLM2 provides Africa with another unprecedented opportunity to solidify its position that will ensure action-oriented and binding commitments on effective development cooperation. Africa has consistently emphasised the importance of going beyond consensus to action throughout processes related to the GPEDC and notably in the Accra Agenda for Action (2008) and the Africa Action Plan on Development Effectiveness (2013). This is echoed in the emphasis on socio-economic transformation and accelerated development.

The HLM2 takes place in the context of the implementation of significant regional and global development priorities. Foremost amongst these is the Africa Union's Agenda 2063. On a global level agreement has also been reached on seventeen Sustainable Development Goals (SDGs), as incorporated into the 2030 Agenda for Sustainable Development, find in these African development priorities.

The GPI on R&MA, seeks to strengthen these and other processes by supporting alignment between national development priorities and the development support of providers of development assistance with a critical component of linking the planning and finance functions at country level. The results of the African region will be integrated with the results from participating countries in Asia and Latin America. The African consultation is based on the principle that socio-political and other contextual differences require differentiated approaches to developing and implementing CRFs.

### **4. CRF trends in Africa ; Synthesis of country presentations**

The CRF trends in Africa is synthesised in terms of five clusters, namely planning for results, budgeting and financing for results, institutional capacities for service delivery, monitoring and evaluation for results and accountability for results.

#### **a. Planning for results**

An important emerging theme amongst most of the participating countries is prioritising the harmonisation of long, medium and short-term development planning. Mozambique and Madagascar, in its context of political fragility, provided good examples of how this can be done. Their approaches include the alignment of processes and the amalgamation of functions and directorates. The Democratic Republic of the Congo (DRC) provides an example of a single and integrated planning strategy integrated into a long-term vision (Vision 2040). Kenya similarly has a long-term vision that stretches to 2030, with linked medium-term plans. Cameroon's long-term vision has 2035 as planning horizon and is supported by a National Development

Strategy that feeds into Sector Strategies and Thematic Strategies. The same can be said for Tanzania, as well as, Uganda.

In addition to harmonisation of development plans a significant portion of participating countries identify vertical alignment – between different levels of government – as a priority to planning for results. They emphasise the importance of linking national and local planning frameworks – be it in the context of decentralised or more centralised planning frameworks. Uganda’s Institutional Framework for Coordination provides a useful example of a policy aimed at fostering vertical and horizontal coordination.

Participating countries not only seek to harmonise planning strategies. They are devoting much attention to operationalizing development frameworks for results. Mozambique is in an advanced stage of finalising its operational matrix of the governments five year programme, whereas Madagascar’s Rapid Results Initiative (RRI) is supporting the implementation of its National Development Plan. Some countries, such as Uganda, situate their implementation function in the office of the Prime Minister. In this regard it is important to note that operationalized development frameworks will make the alignment of development partner priorities with national priorities at the results and implementation level easier.

**The creation of inclusive partnership platforms for planning and alignment of the priorities of development partners and CRFs remains important**, and in different phases of implementation in participating countries. In Benin’s case the creation of these platforms is greatly bolstered by the existence of a National Aid Policy. Uganda reported a close working relationship with development partners, and is considering an accountability framework with remedial actions. Countries like Rwanda have created donor platforms for bilateral and multilateral donors, international financing institutions, intergovernmental organisations and development agencies.

The importance of **alignment of development partner support to partner country priorities should be applied at all levels of planning, implementation and monitoring, and not be limited to an adherence of development partners to macro level country priorities** to ensure the optimal utilisation of development partner resources. This requires strong leadership and ownership by the partner countries both at political, as well as, technical level. Development partners should support the enhancement of countries leadership and ownership capacities at all levels.

A cross-cutting issue is the creation of adequate human and institutional capacities for planning for results. In most participating countries, notably Benin, numerous capacity building initiatives are under way, but in all cases the need for an expansion of these initiatives was highlighted.

## **b. Budgeting and financing for results**

**In all participating countries, the continued need to align development partner commitments and behaviour with national development priorities remains a high priority.** Whilst alignment with long-term visions and macro level goals of the

National Development Plans have become standard, it is alignment on program and results levels that needs renewed commitment by the Development Partners.

**A number of participating countries identifies on program-based and results-based budgeting and management as important elements in ensuring development results.** This is the case for Kenya, who adopted Programme-Based Budgeting in 2008/2009. Benin is in advanced stages of implementing results-based management.

**A key issue for ensuring development results is the alignment between development planning and the budget process.** Cameroon seeks to foster alignment by the establishment of a Unified Framework for Planning, Programming, Budgeting and Monitoring/Evaluation, also referred to as their PPBM chain. It also put a management structure into place: the internal PPBM Committee functions as unified interface and main contact organ for the operationalization and implementation of its longer term development plans. Mozambique created a National Directorate of Planning and Budget, and DRC indicated that a similar process is ongoing. Kenya highlighted misalignment between these functions as a major challenge for developmental processes.

Tanzania has created a powerful CRF, involving not only Development Partners, but also the CSOs and Private Sector in the roll out of their national Development Plan, under the “Big Results Now” programme.

The need and importance of fiscal discipline, both with regards to the management of domestic resources as well as the management of resources from development partners is a cross-cutting issue. This is closely linked with development partnerships aimed at strengthening and expanding domestic resources mobilisation (DRM) through **inter alia** strengthening the enabling environment –legislation, policies, rules and regulations. Further, this includes the development of Public Financial Management Systems that enhance fiscal discipline for public resources and strengthening Institutions responsible for DRM and oversight. All participating countries report that development cooperation, by and large, is not functioning sufficiently as a lever to improve and expand DRM.

**c. Institutional capacities for service delivery**

**Strengthening and expanding institutional capacity for service delivery is a major cross-cutting issue in all participating countries.** Despite the extent of this challenge, a number of emerging best practices exist. In Mozambique the National Directorate for Monitoring and Evaluation (DNMA) has been recruiting staff and training them monitoring and evaluation functions in government. Yet much more is needed, as training so far has been ad-hoc and often not enough to achieve the mastery of results-based planning that is required to drive the agenda on accountability for results. The importance of institutionalising skills development is a common thread. In Kenya a National Capacity Building Framework (NCBF) has been developed to accommodate the needs of the national and county levels.

Institutional capacities for service delivery are also developed through decentralization as can be seen in a number of countries where the delegation of

mandates and other processes of decentralisation have shown to accelerate service delivery processes.

Benin and Madagascar provides compelling examples of the inclusion of the private sector in developmental processes, and utilizes these non-state actors to expand institutional capacities for results. Numerous examples of including civil society organisations (CSOs) in the developmental process can be cited as examples of using existing capacity in a society to accelerate service delivery. An emerging trend is the inclusion of foundations and philanthropies in the development process.

#### d. **Monitoring and evaluation for results**

**Monitoring and evaluation is acknowledged as a critical tool to deliver development results and concrete steps are being taken to strengthen this function in many participating countries.** In Mozambique, for example, a National Directorate for Monitoring and Evaluation has been created. Kenya is working on a draft monitoring and evaluation directorate under the Ministry of Devolution and Planning.

A number of participating countries are making concerted efforts to create inclusive monitoring and evaluation platforms. In Benin, development partners participate in a joint review of development partnership initiatives, as well as in the assessment of the country's Strategy for Growth and Reduction of Poverty (SCRIP) and the preparation for the upcoming SCRIP. In Uganda the Baraza Initiative creates open forums where government engages public, civil society and other members of society.

**The need for building capacities for effective monitoring and evaluation is a key issue.** In this regard the need to develop capacities for data collection and reporting, in particular reliable population data, should be emphasised. The importance of clear channels of accessibility by all stakeholders is critical in order to utilize timely data for development results. An example is the Government of Benin partnering with their development partners to conduct their census, providing an important evidence baseline for results frameworks.

An emerging best practice is the continued monitoring and evaluation of the implementation of long-term and medium-term development plans. This is the case, for example, in Benin with its Monitoring Framework for the SCRIP and sectoral frameworks.

#### e. **Accountability for results**

**Participating countries reiterates the importance of accountability for results, with the role of elected representatives and the parliament's oversight role increasingly being highlighted.** In the case of accountability towards elected representatives Cameroon draws a distinction between two dimensions: external control of the executive through the Audit Chamber of the Supreme Court and the Parliament, and the internal control process, whose main innovation consist of the introduction of management control. In this regard Uganda identifies its Public

Accounts Committee in Parliament, and on local level Local Government Public Accounts Committee as important accountability mechanisms. Internally, Uganda uses performance-based management principles to strengthen accountability for results. To this end government performance is assessed every six months against a transparent and comprehensive framework.

Accountability towards the electorate, based on the experience of selected participating countries, can best be ensured through inclusive societal platforms. Benin's progress with accountability and the creation of such platforms can be cited as a case in point. Online databases and the resultant enhancement of transparency can also reinforce accountability. In this regard Mozambique's creation of an online database with information on official development assistance pledges and disbursements is noteworthy. In Kenya, with the Devolution System, local accountability is key as it is close to the community thus delivering accurate information.

## 5. Challenges

Tremendous progress has been made in the establishment and successful execution of CRFs. Challenges in achieving optimal results will differ from country to country, but the following challenges have emerged as common to most countries and contexts:

- a. Public participation –accountability & achieving the SDG's: Public Participation in the SDG's are still very limited – and is necessary for purposes of creating greater advocacy, transparency and also in involving the Community to commit to the achievement of the Country's Development Goals.
- b. Beyond political leadership: The first generation involvement of Political leadership in the CRF's has been limited to a political endorsement in most cases of the CRF's. To translate the CRF's into implementation, it is important that delivery of CRF's provides for an accountability process to political principals and closer oversight by parliamentarians, as well as other stakeholders.
- c. Parallel systems of partners: Policies and regulations of development partners still results in the establishment of parallel CRF and reporting processes. This is one of the biggest challenges being faced at country level, and plays a critical role in the sub-optimum functioning of CRFs.
- d. Capacities at all levels required: The success of CRFs is very dependent on the existence of capacities at all levels. This will include capacities at the enabling level (policy frameworks, etc.), strong institutions and sufficient capacities at individual level. Some of the common capacity challenges currently being faced are: Lack of alignment of development partner policies to allow for the use of country systems and processes, insufficient capacities and/or resources to generate and utilize data at Country level.
- e. Implementation of Agenda 2063, SDGs transparency, mutual learning: The implementation of said policy frameworks and processes will require a renewed commitment of resources by not only government, but by making good on the

Development Partner resource commitments, involvement of the Private Sector and the institutionalized involvement of CSO's.

## 6. CRFs and Agenda 2030

Much has been said about the potential of using the CRF as a platform to integrate and align the SDGs to National Development Plans, and establish a common set of indicators at country level. The following table aims to analyse the basic requirements necessary to implement the SDGs at country level, and at the same time, the table will illustrate the potential of CRF to accommodate this.

<b>SDGs requires:</b>	<b>CRFs ability to accommodate:</b>
Existing common space with an emphasis on change through results, a space that can accommodate multiple actors	Common space established for the common achievement of development goals at result level – between government and development partners. This architecture geared towards accommodating diverse range of actors.
Achieving the SDGs goals but at the same time provide for mutual learning & peer exchange on SDG goals of common interest.	Provides for a space to agree on implementation, the means for the implementation and the monitoring of progress. Further, it is a platform facilitating engagement between very diverse actors, bringing international and national actors around the table.
This is a 15 year agenda, and will require an understanding of longer term commitments and change over time.	This framework by way of definition requires longer term commitments and is about change over time.
Global goals, but requires a localized agenda	Brings diverse group of actors, including global players together, under local leadership to agree on results applicable in the local context
Targets & indicators to be achieved and reported on will form the basis for a monitorable framework	Targets and indicators, at the result level, forms an essential part of the framework.
Data collection and the use of said data are a critical challenge, because of insufficient capacities and resources available.	This challenge should be addressed innovatively, and the involvement of multiple actors will be a potential rich source to support data collection (knowledge and financial resource) and interpret the data.
The execution of the 2030 Agenda will require financial & non-financial means to give effect to it.	This framework will be able to facilitate participation of a broad range of stakeholders, particularly the private sector, who will contribute in a financial and non-financial manner.
The agenda will be require integrated approaches at the enabling , institutional and individual levels, with different interests at stake, and focusing on economic growth, social development, and environmental protection. Capacities to facilitate,	The strength of this framework lies in the fact that it is already organized to facilitate engagement between diverse stakeholders, coordination, management, implementation and monitoring, thus providing an

manage, implement and monitor this integrated process will be required.	institutional and regulated space for the execution of the 2030 Agenda.
For the SDGs to contribute to positive impactful change, relevant results and frameworks will need to be in place.	The strength of having diverse stakeholders such as government (national & local), CSOs, private sector, youth, interest groups, academics and development partners around the table, will be ensure relevant and transparent results and frameworks
The goals are common international goals, but with local application, and will require communication and sharing between the local and international levels.	The participation of development partners as well as local actors will facilitate the exchanges between local and international level.

## 7. African priorities for the optimal implementation of CRFs (Annexure A).

The following high-level priorities with their accompanying action steps have emerged as forming the basis of sustainable and impactful CRFs on the African Continent, namely:

- a. Respect the different contexts of each country, and make optimal use of a diverse range of stakeholders to enable full execution of the CRFs. In addition to the already identified role that the Private Sector, CSOs and development partners can play, the role of Continental and Regional Institutions have emerged prominently.
- b. Political, visible, involved and accountable leadership at all levels forms an important cornerstone.
- c. Implement existing and develop new legislation and policies to institutionalize CRFs
- d. Good governance in all its facets are critical to the success of CRFs.
- e. Improve coordination and alignment of budgetary and planning processes
- f. Strengthen and build human capacities, focusing on coordination capacities and skills for data and development planning
- g. Build strong monitoring and evaluation regulations and institutions, coordinating mechanisms and inclusive platforms

## 8. Recommendations

Taking into consideration the trends, challenges, and priorities it can be argued that the following key recommendations are critical to the success of the CRF in the African context:

- a. Expression of national development plans: CRFs MUST be an expression of NDPs not only at a national policy level, but also at an implementation level at local levels.
- b. Integration – global & regional frameworks into national priorities: Global and Regional Frameworks such as Agenda 2030 and AU Agenda 2063 must be integrated into domestic plans, and supportive of domestic priorities.
- c. Leadership of Government: The leadership role of government should be clear at all levels.

- d. Partnership with broad range of diverse stakeholders: A Partnership with a broad range of stakeholders, including Private Sector, Parliament and CSO's are critical to give effect to CRF's.
- e. Expectation of Change: A greater understanding of the nature of CRFs are required, as it is a mechanism focussed on achieving results and changes which requires a longer term commitment and focus.
- f. Learning and guidance tool – in country, intra country/region/continent/globally: CRFs must be utilised as a learning tool, to share broadly and not simply as an administrative requirement to release funds.
- g. Financial & Non-financial means required: CRFs must be established with the framework and commitments of the Country Expenditure Frameworks, to allow for committed resources. At the same time it should be innovative in the utilisation of technical and professional expertise in the private sector. Development Partner participation should have as a default participatory requirement honouring and predictability of resources committed.
- h. Reduction of indicators – proxy indicators: CRFs should limit its indicators, to ensure affordability and simplify the achievement of results

## 9. Conclusion

CRFs have been implemented in various ways and means for several years, not only in Africa, but in many development countries globally. This construct can be found at national as well as local level. In recent years, CRFs have been identified as critical frameworks that can facilitate a broad range of stakeholders, having a common goal in mind, focussed on results, and willing to bring their respective strengths to give effect to the agreed goals.

In taking this agenda forward, it is important to focus on the uniqueness of different countries and the importance of country leadership and guidance regarding the goals to be achieved. Additionally, elements such as transparency, accountability and a dedicated budget must be an integral part of a CRF.

In the final instance the CRF is about change as much as it is about the citizenry recognising that this is a construct belonging to the people, both community groupings as well as the corporate world, and the success of this construct will be guided by not only the leadership of the government, but by the ownership that society takes of the CRF.

## 10. Annexures A : Priorities and Actions

# African Pilot Programme on Enhancing the Use of Country Result Frameworks

## Priorities and Actions

### 1. General principles

Priority	Actions	Actors
<p>1. <b>Align and integrate different sectors, acknowledge, analyse and respect specific contexts.</b> (The nature of CRFs is that of achieving results, which mostly covers more than one cluster, include different stakeholders, and recognizing that every country has it's own unique context)</p> <p>2. <b>Acknowledge and incorporate different roles of all relevant stakeholders,</b> including global (SDGs and South-South influence), Continental and Regional (Agenda 2063, role of Continental and Regional Institutional groupings in linking National processes with Global processes), and National (Government, Private Sector and CSOs and Development Partners).</p>	<p>1. <i>Under Government leadership gather all interested stakeholders, to define different sectors, determine differences and specific contexts, as well as interests, with the specific purpose in mind to agree to on a Framework for collaboration, and the roles and responsibilities of all stakeholders.</i></p> <p>2. <i>In shaping a Framework for collaboration, recognise and involve a broad range of stakeholders. Respecting the different roles and define in detail to ensure optimal achievement of results, e.g:</i></p> <ul style="list-style-type: none"> <li>a. <i>Government – Leadership and Ownership, defining priorities</i></li> <li>b. <i>CSO's – skills to deliver, link to community, ensure transparency and accountability</i></li> <li>c. <i>Private sector – skills and resources to deliver, ensure transparency and accountability</i></li> <li>d. <i>Continental and Regional Institutions - Formal and organised link to Continental and Global processes and priorities, Accountability and input into Global processes, consolidating continental and regional</i></li> </ul>	<p><b>Lead:</b> Government</p> <p><b>Others:</b> CSO's, Private Sector, Continental &amp; Regional Institutions, Development Partners</p>



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra



	<p><i>positions at Global level, facilitate South-South exchanges, mutual learning, and technical support to achieve results.</i></p> <p><i>e. Development Partners – resource support – both financial and technical, mutual learning.</i></p>	
<p><b>3 Standardise terminology</b></p>	<p>3 <i>Research terminology used in the field of Results, globally, regionally and domestically. At National level agree between all stakeholders what specific terminology will be used, and where terminology differs from global terminology prepare list in annexure of domestic reports. This will allow readers, globally, regionally and domestically to be on the same page.</i></p>	<p><b>Lead:</b> Government</p> <p><b>Others:</b> Academic &amp; Research &amp; Technical experts</p>

## 2. Leadership and Ownership

Priority	Actions	Actors
<p>1. <b>Political leadership</b> is key to attain sustainable goals, provided that the political will is translated into action.</p> <p>2. <b>Visible leadership</b> at political, technical and corporate level.</p> <p>3. <b>Strengthen leadership</b> at all levels.</p> <p>4. <b>Involved and accountable Leadership</b> in all phases of CRF - establishment, oversight, communication, monitoring and accountability.</p>	<p>1. <i>CRFs should from the beginning have the mandate and involvement of the Political leadership. As it relates to different clusters and stakeholders, senior Ministers should ideally mandate it in an oversight capacity, e.g the Presidents office, Prime Ministers office, Planning Ministry of Finance Ministry.</i></p> <p>2. <i>Invitation by prominent political leadership to Corporate and community leadership to become part of the CRF platform.</i></p> <p>3. <i>Strengthen and build local expertise by developing appropriate curriculum/training modules on leadership and management.</i></p> <p>4. <i>Leadership should through Constitutional and Technical Frameworks be clearly informed regarding their roles and responsibilities in the CRF, including reporting / being accountable to Parliament on progress, and use of resources.</i></p>	<p><b>Lead:</b> <i>President, Prime Minister, Senior Ministers</i></p> <p><b>Others:</b> <i>Heads of National Departments &amp; Local Governments &amp; CSOs, CEO's and Senior Representatives of the Private Sector, Country Reps of Continental and Regional Institutions, Ambassadors.</i></p>

### 3. Enabling Environment

#### 3.1 Enabling legislative framework and policies

Priority	Actions	Actors
<p>1. <b>Strengthening</b> of legal and institutional frameworks</p> <p>2. <b>Institutionalisation of CRF</b> by enhancing institutions and policies and by defining institutional roles in ensuring domestic and/or mutual accountability</p> <p>3. <b>Domestication of SDGs</b> based on the country priorities</p>	<p>3. <i>Under the leadership of Government utilise the skills of the CRF membership to review the PFM laws, systems, institutions and capacities</i></p> <p>3.1. <i>Through political leadership submit, where applicable, requests for amendments to the enabling environment, to allow optimal execution of the National Development Plan, and its CRF.</i></p> <p>4. <i>Identify capacity gaps and weaknesses to execute the NDP and CRF and propose the strengthening of institutions, systems and people through capacity development. Define institutional roles in ensuring domestic and mutual accountability</i></p> <p>5. <i>Under leadership of relevant Ministry (e.g Planning, Social Development, etc.) customise the SDGs and link to Country priorities where applicable.</i></p>	<p><b>Lead:</b> Senior Ministers,</p> <p><b>Others:</b> Members of the CRF, Academic Institutions, UN, GPEDC</p>

## 4. Effective governance

### 4.1. Institutions and systems

Priority	Actions	Actors
1. <b>Effective</b> institutional arrangements and linkages	1. <i>Establish a working group to ensure alignment and linkage</i>	<b>Lead:</b> Senior Minister
2. <b>Alignment</b> and linkage of budgeting, planning and monitoring processes, vertically and horizontally	2. <i>Develop a tool (system/database/ MIS) to synchronise planning and budgeting functions</i>	<b>Others:</b> Departmental experts, Academics, Private Sector experts, CSOs

### 4.2. Appropriate skill-sets

Priority	Actions	Actors
1. Strengthen and build human capacities, focussing on coordination capacities and skills for data and development planning	1. <i>Acknowledge, incentivise and strengthen existing in-country competencies</i> <i>Develop curricula dedicated to Management for Results in professional training centres, universities, schools, including statistical and data management related content</i> <i>Build a coalition of national experts in the area of Managing for Results</i>	<b>Lead:</b> Academic Institutions <b>Others:</b> Members of the CRF.

## 5. Sustainable financing

### 5.1 Change in the development financing landscape

Priority	Actions	Actors
<b>1. Enhancement of domestic resource mobilisation</b> <b>2. Effective use of official development assistance</b> which are aligned to recipients priorities and predictable <b>3. Strengthen private flows,</b> including FDIs and PPPs <b>4. Develop partnerships for DRM</b>	1. <i>Improve Tax administration and management at country level &amp; widening the tax base to cover both formal and informal sectors.</i> 2. <i>Develop and implement Development Cooperation Policies</i> 3. <i>Provide appropriate incentives to the diaspora to invest back to their countries</i> 4. <i>Curb illicit financial flows</i>	<b>Lead:</b> Ministries of Finance, Planning and Foreign Affairs.  <b>Others:</b> Members of the CRF, Academic Institutions, UN, GPEDC

### 5.2 Budgetary provision made for the National Development Plan and the CRF

Priority	Actions	Actors
<b>1. Institutionalised link</b> between Governmental budgetary processes and CRF.  <b>2. All Official Development Assistance linked to CRF.</b>	1. <i>CRF must submit budgetary needs to Ministry of Finance, in line with Governments financial cycles, as well as making available access to external resources, e.g ODA and Private Sector input, for funding consideration. Dedicated budget allocation by Government, taking into consideration external resource support must be made available. This should be reflected in the Estimates of National Expenditure, and audited and managed by the Government Accounting and Financial management Institutions and Systems.</i> 2. <i>All ODA should be made available to the CRF for integration and linking to the Government budget. Development Partners that do not invest financial support, but provide Technical support should cost the value add, and link the technical support results to be achieved by the CRF.</i>	<b>Lead:</b> Ministries of Finance, Planning and Foreign Affairs.  <b>Others:</b> Members of the CRF, Academic Institutions, UN, GPEDC

<p><b>3. Formalised resource commitment</b> by Private Sector to CRF.</p> <p><b>4. Technical assistance by other stakeholders</b> to the CRF defined and costed</p>	<p>3. <i>Private Sector should be encouraged through incentive systems, tax breaks, levi's and social development responsibilities to contribute both financially and through their skills to the CRF. This should again be formalised and made transparent.</i></p> <p>4. <i>Technical Assistance by stakeholders such as CSO's Academic Institutions and members of Society must be costed and aligned with the priorities of the CRF.</i></p>	
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## 6. Accountability and Transparency

### 6.1 Monitoring and evaluation

Priority	Actions	Actors
<p><b>Establish new</b> where necessary and <b>strengthen existing M&amp;E</b> systems, processes and institutions.</p>	<p><i>Institutionalize M&amp;E system through legislation and policies.</i></p> <p><i>Define clearly the role and use of the M&amp;E framework, e.g reporting and accountability, guidance towards change where necessary, mutual learning and a tool to communicate to all relevant stakeholders, including the community and parliament regarding progress and challenges in achieving the results.</i></p> <p><i>Elaborate, update and validate the existing M&amp;E systems</i></p> <p><i>Prioritize the most context-relevant and realistic indicators (optimize/shorten the number of indicators)</i></p> <p><i>Align and link the SDG indicators as applicable with that of the CRF.</i></p> <p><i>Establish a coalition of experts in the area of Managing for Results and M&amp;E.</i></p>	<p><b>Lead:</b> Presidency or office of the Prime Minister</p> <p><b>Others:</b> Department of Statistics &amp; Planning &amp; Finance &amp; Academics and members of the CRF.</p>

## 6.2 Reliable and usable evidence

Priority	Actions	Actors
<p>1. <b>Collection, availability and reliability of data</b>, e.g. Census data</p> <p>2. <b>Building Capacities</b> in Government, CSOs and Private Sector to increase ability to collect, analyse and interpret data.</p> <p>3. Utilise national, regional and continental platforms to share information and encourage mutual learning and exchange of ideas</p>	<p>1. <i>Increase allocation of financial and human resources to the institutions in charge data production, Utilise technical expertise in Academic and Research Institutions as well as the Private Sector to provide their technical skills in data collection, analysis and interpretation as part of their contribution to data collection, Census and making available of data.</i></p> <p>2. <i>Strengthen the capacity of a broad range of stakeholders, through the contribution of technical experts and academic institutions. Training of trainers to expand the capacity base. Institutionalise knowledge and learning frameworks for the collection of data, and research, making use of government civil service training academies and private institutions.</i></p> <p>3. <i>Collect all relevant documentation, including CRFs and Aid Policies, on the best practices and make them accessible on the Africa Platform for Development Effectiveness (APDev)</i></p>	<p><b>Lead:</b> Presidency or office of the Prime Minister</p> <p><b>Others:</b> Department of Statistics &amp; Planning &amp; Finance &amp; Academics and members of the CRF, as well as Continental and Regional Institutions, the NEPAD Agency.</p>

### 6.3 Strengthening mutual accountability

Priority	Actions	Actors
1. Strengthening oversight function of parliament 2. Inclusive platforms for including private sector and CSOs 3. Create learning opportunities and platforms for communication for communities and interest groups, to enable them participate fully and be in position to hold CRF processes accountable for results delivery	1. <i>Strengthen the capacity of the Members of Parliament by sensitizing them for their expected role</i> 2. <i>Create a platform in which the Private Sector and CSOs can decide who to represent them in all dialogues with the Government and/or DPs, Set up a platform lead by the Government to have a permanent and regular dialogue with actors in the private sector and civil society</i> 3. <i>Devolve CRFs to local government level, and involve local experts to provide training to communities - to hold CRFs accountable and ensure transparency and regular feedback.</i>	<b>Lead:</b> <i>Senior Minister, CSO leadership and leadership at local government level</i>  <b>Other:</b> <i>Members of the CRF and local communities, as well as parliamentarians and academic institutions.</i>