



## **REGIONAL TRAINING WORKSHOP ON INTEGRATED NATIONAL FINANCING FRAMEWORKS IN AFRICA**

**24-26 AUGUST 2021**

**2:00 – 5:00 P.M. (ADDIS ABABA TIME (UTC+3))**



### **Workshop Report**

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## Introduction

In 2015, at the United Nations' Third International Conference on Financing for Development, world leaders met in Addis Ababa, Ethiopia, to agree upon a new global framework for financing the 2030 Agenda for Sustainable Development Goals. The 2015 Addis Ababa Action Agenda outlines key policy recommendations for mobilising and aligning resources with the global goals and addressing the considerable challenges that the developing countries face in financing their sustainable development. The Agenda lays the foundation for developing the concept and approach of the integrated national financing framework (INFF).

The INFF helps countries strengthen planning processes and overcome existing impediments to financing sustainable development and the Sustainable Development Goals (SDGs) at the country level. It lays out the full range of financing sources: domestic and international, public and private finance. It also allows countries to develop a strategy to increase investment, manage risks and achieve sustainable development priorities, as identified in a country's national sustainable development strategy.

## Background

The COVID-19 pandemic resulted in a deep socio-economic crisis which requires, more than ever before, the implementation of an integrated approach for financing the Sustainable Development Goals (SDGs). The African region has adopted the first steps to build financial strategies for that purpose. Many African countries have developed and implemented integrated national financing frameworks (INFFs), while others are still in the initial stages of the process. Most of the countries are in the inception phase and have already conducted development finance assessments (DFAs).

In the context of the socio-economic adversities of the COVID-19 pandemic, the necessity of INFF to guide the resource allocation and shape financing for sustainable recovery responses is strongly felt. As a result, the United Nations Department of Economic Affairs (DESA), the Economic Commission for Africa (ECA), the United Nations Development Program (UNDP), and the United Nations Institute for Training and Research (UNITAR) organized the regional training workshop on INFFs to support African countries to respond to the emerging situation. The aim of this three-half-days event was to create a knowledge-sharing and learning space for African countries to share experiences on the development and implementation of INFFs and best practices in that area with a view to facilitating the achievement of the Sustainable Development Goals and the Agenda 2063 of the African Union.

The workshop was built on the successful experience of a pilot training held for North and Central Asian countries in January 2021 and a training workshop for the Asia-Pacific region in March 2021 but was



tailored for the African context and country needs. The event included sessions on the integrated planning and reporting toolkit (IPRT) and INFF building blocks, including country cases and practical experiences. The IPRT session provided insights on aligning the 2030 Agenda and Agenda 2063 and integrating them into national development plans for the African countries, while the INFF building blocks sessions discussed methodology, country cases, and group activity for each building block.

The online training workshop gathered 685 participants from 62 countries, including 49 member States of the African continent. The audience of the workshop was mainly integrated national financing framework focal points and practitioners from African countries, including those working at ministries of finance, economic development and planning. Researchers from academic institutions and other regional stakeholders, including those from United Nations agencies, also participated. An ex-ante and ex-post evaluation were administered to gauge the retention of the knowledge gained through this workshop.

## Objectives and expected outcomes

Objectives	Enabling stakeholders to:
<ul style="list-style-type: none"> <li>• Strengthen the knowledge of government officials and other stakeholders of INFF.</li> <li>• Foster a common understanding of the value of and methodology adopted within the context of those frameworks.</li> <li>• Promote knowledge-sharing among countries during the framework inception phase, raise awareness of the tools that countries can employ during that phase, and provide a forum to share lessons learned, good practices and hands-on approaches adopted by African countries.</li> <li>• Raise awareness of how the ECA IPRT can be used to prioritize the allocation of resources and strengthen economic governance.</li> <li>• Identify key country-level examples and disseminate relevant lessons learned throughout Africa and beyond.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse opportunities and challenges for their countries as they roll out their integrated national financing frameworks.</li> <li>• Discuss which integrated national financing framework good practices and tools could be replicated in their countries.</li> <li>• Understand how the use of integrated financing tools can strengthen national development strategies and recovery plans and enhance financing policy design.</li> <li>• Articulate how integrated financing strategies can empower policymakers to manage their complex financing landscape more strategically.</li> <li>• Describe approaches that can be adopted to strengthen economic governance mechanisms relevant to financing at the national and sub-national levels.</li> </ul>

A list of frequently asked questions is provided in annex 1. Full programme, evaluation summary, ex-ante and ex-post assessment summary, and the list of participants can be found in annex 2, 3, 4 and 5, respectively.



## Opening remarks



**“INFFs are not about replacing current policies, they are about bringing together existing policies and strengthening coherence across them.”**

*Shari Spiegel, Chief, Policy Analysis and Development Branch, FSDO, UNDESA*

The extensive work of UNDESA on the INFF methodology shapes the sustainable financing architecture that became even more important in the context of the COVID-19 pandemic. Revolving around four building blocks, the INFF is about strengthening the existing policies, identifying risks and correcting incoherencies, where needed.



**“The aim of the INFFs is to basically ensure that we have comprehensive frameworks for financing sustainable development in each country”.**

*Joseph Atta-Mensah, OIC, Macroeconomic and Governance Division, UNECA*

African countries need to enhance resource mobilization to combat the consequences of the pandemic. The INFF gives a holistic idea of all sources of finance, as well as the priority sectors towards which resources should be channelled to achieve SDGs. It provides a coherent and sustainable financing strategy for realizing national priorities and supporting the post-covid recovery.



**“INFFs are powerful tools which can help overcome many of the existing impediments to financing sustainable development”.**

*Dr. Ayodele Odusola, UNDP Africa Finance Sector Hub Manager*

This crisis is not only a tragedy but also an opportunity for the African nations to pivot towards an integrated approach to financing their national priorities. INFF can help African countries to increase their fiscal space by prioritising policies such as combatting illicit financial flows, improving governance, monitoring mechanisms and help them to shift towards innovative finance instead of

borrowing, a practice that has important consequences in debt distress.



**“The INFF workshop aims to generate discussion on the mobilisation of resources and support efforts to build back better”.**

*Einar Bjorgo, Director, Division for Satellite Analysis & Applied Research, UNITAR*

The successful adoption and efficient implementation of INFF at the national level requires a good understanding of the various concepts of the INFF through knowledge and experience sharing among the African countries. This knowledge, combined with new technologies can accelerate the achievement of SDGs.



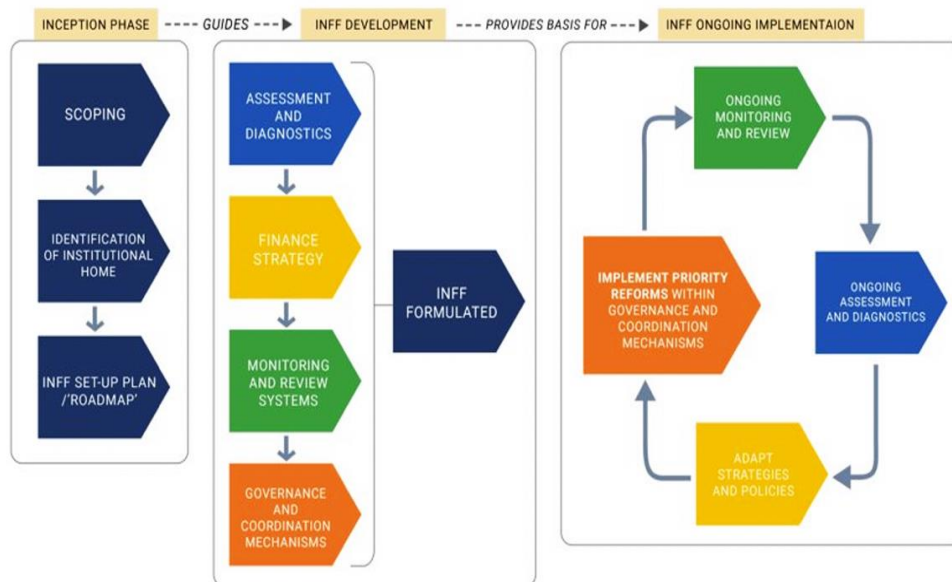
# I. Introduction to the INFF

## 1. The integrated national financing framework and the Development Account Tranche 13 Project in Africa

*Presented by Natalia Aristizabal Mora, UNDESA and Farzana Sharmin, ECA*

The INFF is an approach/framework for financing sustainable development priorities and the SDGs at the national level that helps governments to consider sustainable development financing from different sources (domestic, international, public, private), identify and close gaps, overcome incoherencies, and exploit unused opportunities. In other words, it brings together different financing policies so that policymakers can better understand and think how they impact each other in a systematic way. The INFF inception phase lays the basis for determining how to assemble the financing strategy and what elements of the financing strategy should be prioritised. In that regard, the [DFA](#) is a useful tool to gather the four building blocks that inform each other in a coherent way. Keeping in mind that the INFFs are specific for each country, [this](#) presentation introduces the overall INFF framework based on the INFF Global Guidance (INFF Methodology) and the value added of an integrated approach to financing national priorities. It features an overview of the Development Account (DA) Tranche 13 project that aims to set up a digital community of practice for peer learning and experience sharing in the INFF implementation in Africa. The presentation also highlights the synergy between the INFF with the ongoing work on the IPRT and the Africa resource tracking system (ARTS), a platform that is being developed to increase transparency in allocations, disbursement, monitoring and reporting of public funds.

### INFF Global Guidance: Inception phase

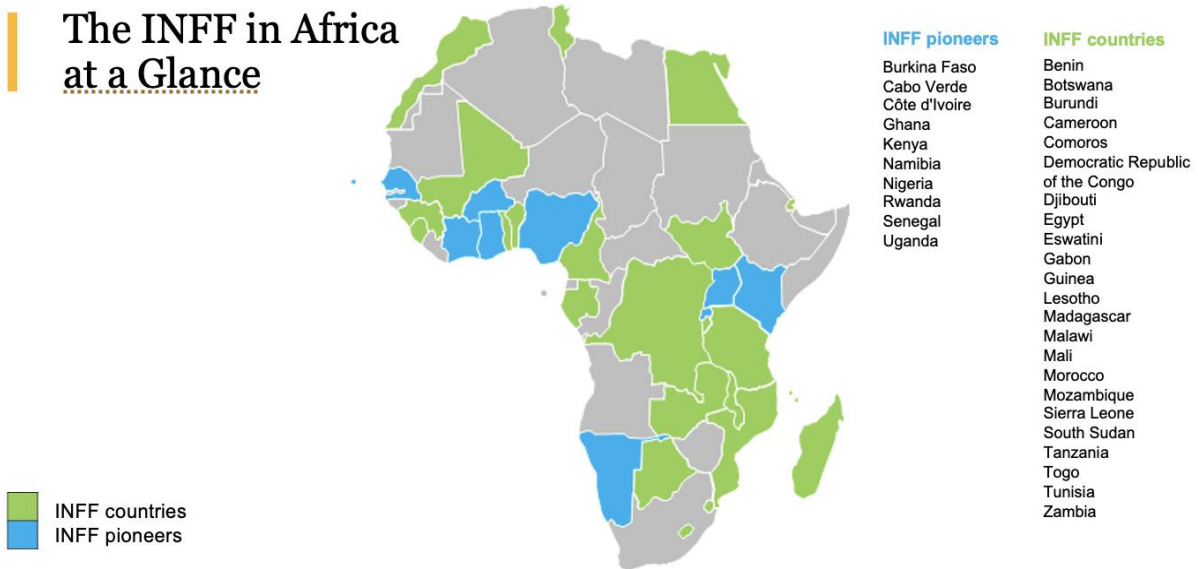


## 2. The INFF African country and regional landscape

*Presented by Orria Goni, UNDP Africa Finance Sector Hub*

On the African continent, UNDP is providing programmatic support to the governments in using INFF to implement the Addis Ababa agenda recommendations. The INFF initiative was launched in 2019 as a response to the need of merging short- and long-term vision in terms of financing. It has the ambition to integrate various processes and entities across public finance, but also integrate private finance in public policies to support the national priorities and SDGs. Aligning these policies and prioritizing them allows governments to take advantage of low hanging fruits that could provide quicker response to current emergencies.

African countries are at different stages in their INFF journey. For instance, **26 countries** are using development finance assessments ([DFAs](#)) to shape their INFF processes, while **22 countries** are already developing their integrated financing strategies. Most of these countries are not looking into creating additional structures but making sure that INFF financing, monitoring and coordination mechanisms are anchored in existing systems. The INFF is not a one-size-fits-all approach. The process involves iterations, continuous learning, and benefits from the expanding collaboration on the continent. Ultimately, INFFs is contributing at demystifying finance for the larger public by improving dialogue mechanisms, transparency, and accountability. Find out in [this](#) presentation who are the INFF pioneers, how the African countries tailored the INFF to their needs and who are the partners that are driving the INFF transformation agenda on the continent. A list of the next steps can be accessed [here](#).



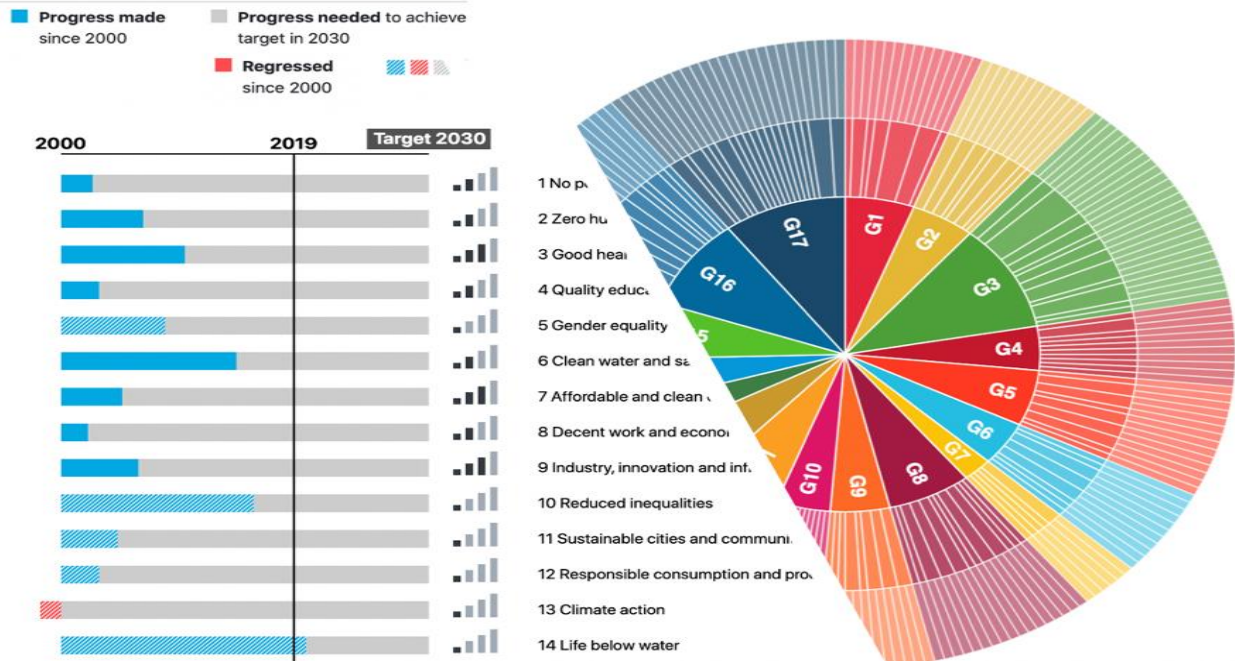
## II. The integrated planning and reporting toolkit (IPRT)

### 1. Introduction to the integrated planning and reporting toolkit (IPRT)

*Presented by Tadele Ferede Agaje, ECA*

Given the importance of ensuring synergy between the national and global commitments, the [IPRT tool](#) was developed to facilitate the alignment of Agenda 2030 and Agenda 2063 with the national priorities. The tool has three layers of alignments: goal, target and indicator levels to assess the degree of alignment by sector. It can also track the progress towards achievement of national, continental and global development agendas. In [this](#) presentation, you can find more about its purpose, design and functionalities.

#### Snapshot of AFRICA for 2019



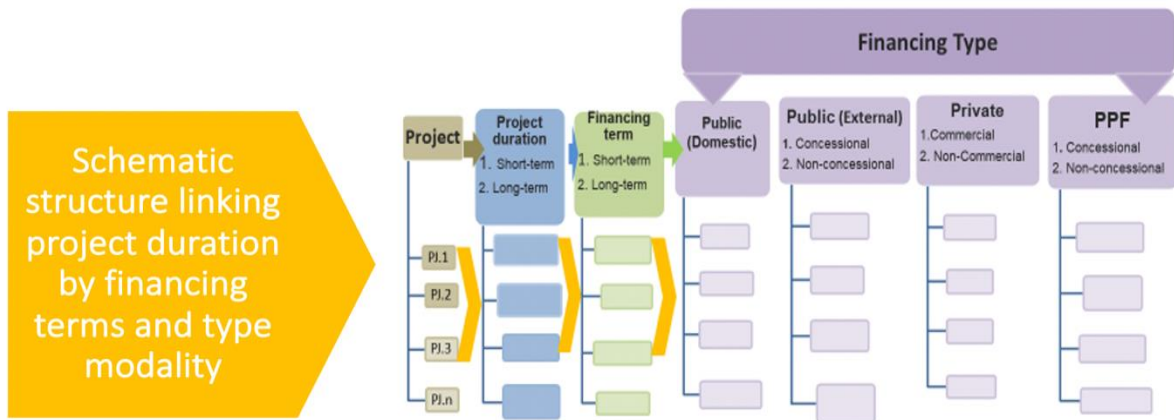
### 2. The Integrated Planning & Reporting Toolkit (IPRT) and INFF

*Presented by Tadele Ferede Agaje, ECA*

The synergy between INFF and IPRT could help African countries to match appropriate funding sources with the development goals and provide crucial insights on the extent of financial allocation towards national priorities. The IPRT not only links programmes to national or global goals and reflects the progress towards their achievement, but also tracks allocation and use of funds for each of these programmes and provides estimates of SDGs and Agenda 2063 budgets for countries. Find more about it [here](#).





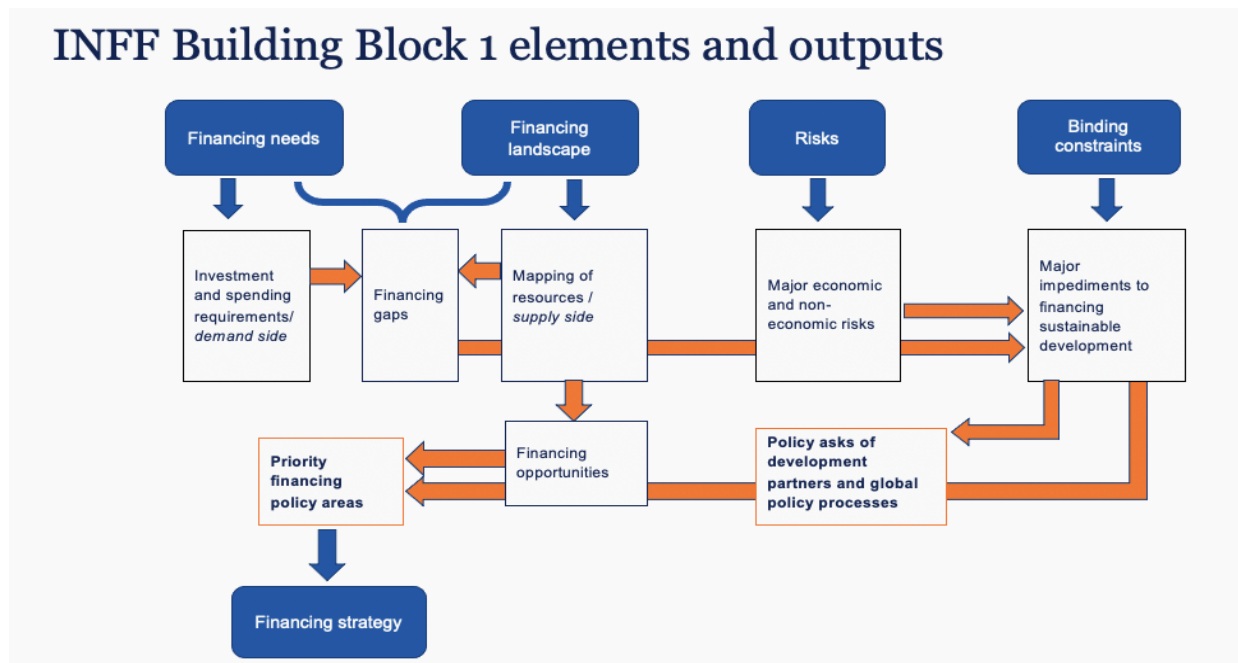


### III. Assessment and diagnostics methodology

#### Building block 1: Assessment and Diagnostics

*Presented by Shari Spiegel, UNDESA*

The [Assessment and diagnostics](#) building block paints a picture of financing gaps and identifies key risks and bottlenecks. It builds on the institutional arrangements and findings from the initial scoping exercise ([DFA](#)) undertaken in the inception phase and provides an in-depth assessment and diagnostic of the financing needs (i), financing landscape (ii), risks (iii), and binding constraints (iv). This step provides crucial insights in terms of key sectors, opportunities, vulnerabilities, and objectives that will inform the financing strategy (Building block 2). Click on the diagram to open the presentation or [here](#) to find out more.



## Country cases

### The INFF in Gabon: paving the way towards a green economy



***“We have conducted the DFA that culminated with the launch of the INFF roadmap, and we are now conducting a series of in-depth studies that will inform the development of a green financing strategy”.***

*Joseph Paul Ibouili Maganga, Vice-president of the INFF steering committee, Inspector of services within the Ministry of Economy and Revival of Gabon*

By adopting the Emerging Gabon Strategic Plan (PSGE 2009-2025), [Gabon](#) has made sustainable development the foundation of its new development model and aims to accelerate the transition from a model based solely on extractive industries to a green economy. However, the DFA exercise conducted by the country recently revealed a misalignment between the Government's planning and financing policy functions, a narrow focus on public resources to finance the SDGs, and the participation of a limited group of stakeholders in the dialogue and decision-making process. The country is now pushing to strengthen the governance framework of the INFF and conducting a series of thematic studies in key areas identified during the scoping exercise that will shape its future integrated financing strategy. Find more insights from Mr. Joseph Paul Ibouili Maganga [here](#).

### The INFF in Tanzania: mobilizing private finance for development



***“The implementation of our previous development plan was mainly financed from public sources but because the public funding is not enough, we need to mobilise private finance”.***

*Ellykedo Ngonyani, Principal Economist, Ministry of Finance and Planning*

[Tanzania](#) completed [its DFA](#) in 2021, in time with the launch of its Third National Five-Year Development Plan (FYDP III). The DFA provides recommendations to mobilize private, public, domestic and international financing resources and channel them to the country's priority areas and SDGs. It also incorporates recommendations for setting up monitoring and review tools and systems to allow Government and other stakeholders to assess the amounts and use of different financing resources. Based on the DFA and 14 studies that investigated different sources of financing, an Integrated National Financing Strategy for FYDP III has been drafted and under finalization to be aligned with the INFF building blocks. In fact, the government had integrated the financial strategy within the INFF as their resource mobilisation tool. Other country experiences, such as the ones of Mexico and Singapore, have been helpful in analysing alternative models to finance the development plan.



## IV. The design and implementation of financing strategies

### Building block 2: Financing Strategy

*Presented by Yanis Kuhn von Burgsdorff, UNDESA*

The building block 2 on the [Financing strategy](#) supports countries in streamlining existing financing approaches and tools into one framework. It entails finding solutions to close financing gaps, overcoming constraints, exploiting financing opportunities, and identifying financing policies that are risk-informed and take equity, social and environmental concerns into account, addressing potential spill-over effects and trade-offs. The suggested approach to designing an integrated financing strategy consists of four steps. The first step defines the required scope and approach of the strategy, based on the findings from the assessments in Building Block 1. The second step identifies policies, legal and regulatory measures, financing instruments and processes, taking into account both current practices and further opportunities. The third step is the policy prioritisation process, which consists of coherence and other checks, aimed at supporting the decision to retain or adjust identified policy options. Finally, the fourth step brings everything together in an operational plan listing actions for implementing the prioritised policy solutions identified in the previous step. This plan should align with objectives set at the outset and requires periodic review and updating. Click on the diagram to open the presentation or [here](#) to find out more.

### Suggested approach



## Country cases

### The INFF in Ghana: a bottom-up approach



*“In Ghana, we use a bottom-up approach, starting from the district level, with Integrated Assembly Financing Frameworks (IAFF) being piloted in five metropolitan, municipal and district assembly areas. In this context, we wanted the districts to lead this process. At the end of the day, they will be the ones implementing the financing strategies”.*

*Nana Yaw Yankah, Principal Economist, Ministry of Finance of Ghana*

Given [Ghana](#)’s fiscal decentralisation and the pivotal role of local authorities in implementing national policies, a bottom-up approach to the implementation of integrated financing frameworks has been adopted to strengthen financing at the local assembly level. At sub-national level, five metropolitan, municipal and district assembly areas (MMDAs) have developed IAFFs linked to local development and recovery plans detailing financing needs, available resources, risk assessment, binding constraints and recommendations for setting up each of the four building blocks of the financing frameworks. The Ghanaian government is in the process of implementing the identified policies, with a plan to expand the INFF to all assemblies at the national level.

### The INFF in Nigeria: channelling private finance towards development



*“An INFF could provide the high-level, holistic framework through which to prioritize, coordinate and supervise the multidimensional recovery agenda and accelerate SDG financing in Nigeria.”*

*Nabila Aguele, Special Adviser to the H. Minister of Finance, Budget and National Planning  
Member of the Nigeria INFF Core Working Group*

As an INFF pioneer, [Nigeria](#) completed a comprehensive DFA in 2020 through a top-down and bottom-up approach. Findings from DFA provided crucial insights into financing gaps and the horizontal and vertical coherence of various policies. It also served for various recommendations on government revenue, the enabling environment, as well as innovative financing options that link government with private sector and development partners to increase public revenue and private investments. Building on the DFA findings, the development of a Financing Strategy is currently ongoing, with a strong government-led INFF process, that involves a combination of local/state level workshops and the active participation of the private sector and state leaders, leveraging existing processes at state and federal levels. Nigeria established a governance and coordination structure for INFF comprising of a high-level steering committee, chaired by the Minister of Finance, Budget and National planning, and a core working group with senior technical experts, co-chaired by the Ministry of Finance, Budget and National planning and the UNDP. Click [here](#) to find out more.

## V. The mechanisms for monitoring, review and accountability

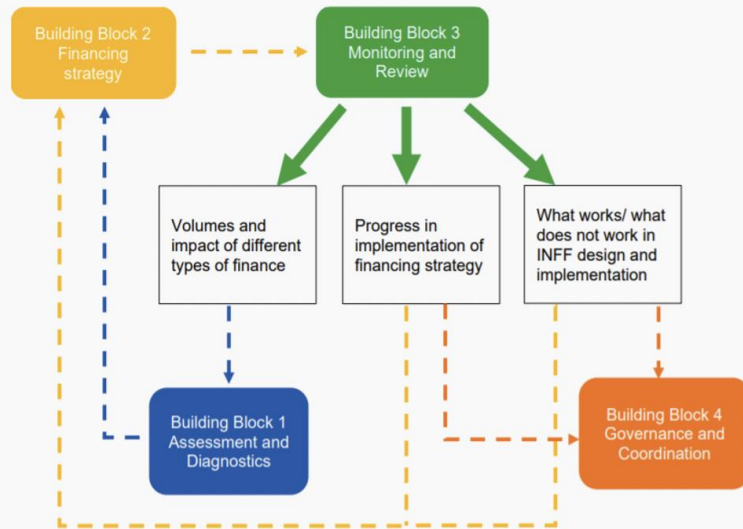
### Building block 3: Monitoring and review

*Presented by Elena Klare, UNDESA*

The [Monitoring and review](#) building block helps to strengthen the systems needed to enable the collection and use of relevant data and information and provides a basis for transparency, accountability, and knowledge sharing. The building block also serves as an integrator, bringing together existing planning, budgeting, tracking, and reviews systems. It provides a framework to link financing tracking systems to planning and results frameworks, and to rationalize ongoing data and statistical development plans. Five key elements lay the foundation of the third building block: i) A theory of change, defining the scope of the monitoring and review; ii) Indicators, to identify which data should be collected; iii) Targets; iv) Data systems and capacity, to enable regular reporting; and v) Adequate human and financial resources, to ensure that the system is effectively implemented. The recommended approach is to start with establishing a baseline by identifying relevant systems, review existing ones and to build on those findings to further strengthen existing systems, based on the country context. Robust data and dissemination of intermediate results are key in the process. Click on the diagram to open the presentation or [here](#) to find out more.

### Why Monitoring and Review is important?

- ❖ Brings together all information required by policymakers to take decisions, and for relevant stakeholders to hold providers of finance to account
- ❖ Supports effective implementation of other INFF building blocks



## Country cases

### The INFF in Uganda: strengthening monitoring processes

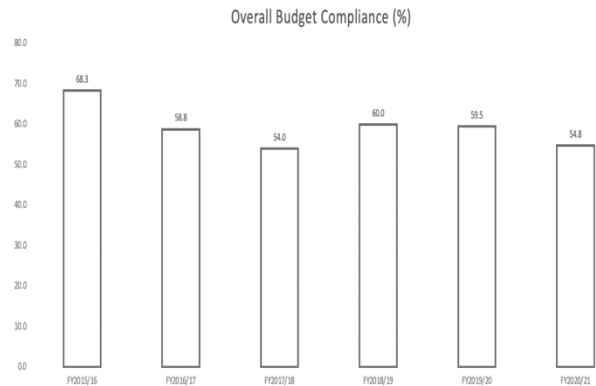


**“The certificate of compliance helps MDAs and LGs to improve alignment and performance of the budget towards achievement of the National Development Plan goals and targets”.**

*Winnie Nabiddo, Manager, Senior Planner, Monitoring and Evaluation, NPA*

The Ugandan National Planning Authority (NPA) has created a Certificate of Compliance to ensure and monitor alignment of annual budgets to the national planning frameworks. It is used to review and certify the alignment of the annual budget with the national development plan (NDP III). The overall budget compliance to the NDP is weighted at five levels: macroeconomic level, national strategic direction, programme level, ministers, departments, and agencies (MDA) level, and local government level. Based on the level of compliance at these five levels, the budget is ranked as unsatisfactory, moderately satisfactory, and satisfactory. Click [here](#) to find out more.

THE CERTIFICATE OF COMPLIANCE FOR THE ALIGNMENT OF ANNUAL BUDGET TO NDP III



### The INFF in Malawi: monitoring WASH public expenditure



**“The public expenditure review helped in identifying key PFM issues that were affecting the effectiveness of WASH spending and leading to lost opportunities in terms of expenditure management”.**

*Stevier Kaiyatsa, Principal Economist, Ministry of Finance, Planning and Economic Development  
and Kelvin Tapiwa Mutambirwa, Social Policy Officer, Public Finance, UNICEF Malawi*

The WASH [public expenditure review \(PER\) process](#) in [Malawi](#) aims to generate evidence and analysis on WASH expenditures' efficiency, effectiveness, equity, and sustainability using a methodology based on review and data collection by questionnaires and interviews with key informants. The PER helps to identify public finance issues and bottlenecks affecting WASH spending. Ultimately, findings were used to develop a WASH Sector Financing Strategy and inform the SWA work (Sanitation and Water for all). The involvement of Government throughout the process was crucial to help ensure ownership, improve accuracy of and access to data, supporting dissemination and implementation efforts, while building capacity of Government staff in PERs helped to ensure sustainability in public expenditure monitoring.



# VI. The design and implementation of governance and coordination arrangements

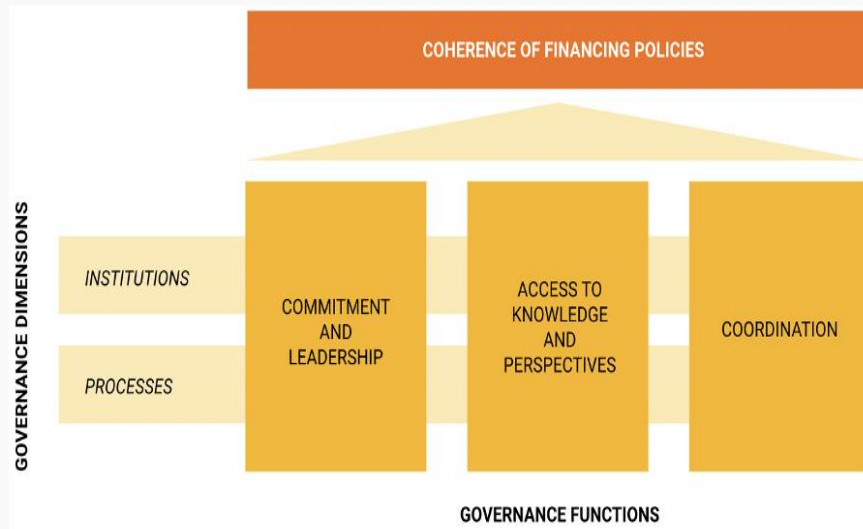
## Building Block 4: Governance and coordination

*Presented by Cecilia Caio, UNDESA*

The INFF Building Block 4 on [Governance and Coordination](#) affects all other INFF stages by influencing overall effectiveness. The building block guides the entire INFF process, ensures country ownership and leadership, strengthens intra-governmental collaboration and multi-stakeholder participation, enhances coordination with partners, and helps to overcome silos and increase the coherence and integration of existing approaches and processes. In this regard, two steps are to be followed: identifying and assessing existing governance arrangements to support coherent financing policymaking (i) and enhancing coherence to strengthen existing arrangements (ii). Enhancing coherence could be a moving target. As such, building on the existing policies could be followed through a combination of top-down institutional structures and other complementary mechanisms to overcome siloes. Click on the diagram to open the presentation or [here](#) to find out more.

### Key functions of INFF governance

- ❖ **Form** of governance arrangements will vary across contexts.
- ❖ **Functions** will be common, to support increased coherence of financing policies.



## Country cases

### The INFF in Sierra Leone: a whole of society approach



**“The INFF in Sierra Leone is the product of broad-based participatory national consultations. Every stakeholder, including development partners and the private sector, contributed to its preparation”.**

*Joseph Samah, Assistant Director, Planning, Policy and Research, Ministry of Planning and Economic Development*

[Sierra Leone](#) undertook a DFA in 2018 that concluded with 18 recommendations on different sources of financing to boost development finance in the country. The DFA informed the formulation of a comprehensive INFF roadmap, including policy options in terms of sector revenue (i), private sector and financial services (ii) and strategic development cooperation (iii). An SDG oversight steering committee and a secretariat, with a national project coordinator, have been established. A key feature of the INFF process in Sierra Leone is the country’s decentralized national development planning process, that has called for engagement with media to create awareness around the INFF, as well as an extensive capacity building programme for councils and the Parliament. In addition, a broad-based participation and a whole of society approach has been adopted by the Sierra Leone in the effective implementation of the INFF. Find more [here](#).

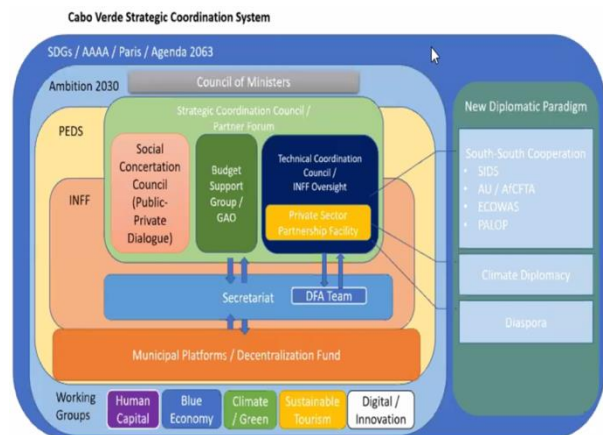
### The INFF in Cabo Verde: bridging needs through coordination



**“We tried to position the INFF around an institution that already existed to ensure that these various structures were harmonising rather than overlapping”.**

*Dr. Christopher Marc Lilyblad, Cabo Verde Country Programme Specialist, UNDP*

[Cabo Verde](#) is divided into nine populated islands, with different needs and different financing challenges. The INFF in Cabo Verde is used to bridge these needs through an integrated coordination mechanism. A strategic coordination council composed by the Government, UN, EU, WB, Portugal) provides a framework for three groups: a social concertation body, a budget support group and the technical coordination council. The council oversees the Strategic Plan for Sustainable Development and uses the INFF as a tool to receive finance for PEDS, Agenda 2030 and Agenda 2063. The public and private actors dialogue, as well as the coordination mechanism are key elements in the INFF implementation in Cabo Verde.





## Conclusion

Integrated national financing frameworks are a powerful tool, which can help overcome many of the existing impediments to financing sustainable development. They allow governments to assess the full set of options available in terms of private and financing space in an integrated manner (i), to consider new ways of mobilizing resources (ii) and prioritize financing reforms in line with the country's recovery and sustainable development priorities (iii). The experiences shared during the workshop suggest that most prominent results are seen in countries where governments are showing strong ownership over INFFs, tailoring the approach to national priorities and institutions.

Beyond the challenge of mobilizing more money, the challenge of financing the SDGs in Africa is related to effective economic governance – that promotes accountability, transparency and participation - and demands the re-orientation of how public and private actors interact with each other in a system that achieves results in the three dimensions of sustainable development: economic, social and environmental. According to the government representatives, the INFF process benefits and results in richer analysis and outcomes where civil society, academia, private sector, development partners and state level leaders “have a seat at the table”. Financing the SDGs also calls for global and regional cooperation, enabling private and public international finance to accelerate efforts in closing the remaining gap. The INFFs can therefore invigorate a whole-of-society approach toward the national development agenda and the SDGs—one that unifies all stakeholders behind policy measures, so everyone plays their part.

## Annex 1: Frequently Asked Questions

### 1. What is the relationship between an INFF and national planning processes?

- National planning processes (whether related to entire national development plans or sectoral/thematic strategies) provide the goals and priorities that form the basis for the INFF process. An INFF helps governments to finance national goals and priorities identified via national planning processes more effectively. As such, while the INFF can help identify areas to prioritise in terms of resource mobilisation, the INFF is not a tool to define what national development goals and priorities should be.

### 2. Is the INFF going to replace a country's budgeting approaches, such as programme-based budgeting?

- No, the aim of the INFF is not to replace existing systems and processes related to planning, budgeting, financing processes and accountability. Rather, it can be used to fill in the existing gaps and enhance integration across them, serving as a 'docking station' for the variety of tools and methodologies already in use, as well as those offered by development partners.

### 3. Who should be involved in an INFF?

- The successful implementation of the INFF requires a whole-of-society participative approach. It entails the establishment of an Oversight Committee and appropriate structure for dialogue between the government, key international partners, the private sector, academia and civil society organizations, in order to maximize the impact of existing strategic partnerships and facilitate the mobilization of new partnerships that will produce synergies for meeting shared objectives. Early lessons from INFF implementation indicate that high level buy-in is critical for the success of the undertaking. The INFF process is typically led by the Ministry of Finance, Planning or the Executive Office (e.g., Office of the President or Office of the Prime Minister). If the INFF is focused on a specific sector or thematic priority or financing policy area, the relevant line ministry may take a more leading role; if the INFF is focused on the sub-national level, local governments will play a more central role. Overall, examples of actors that should be involved include Ministries of Labour, Environment, Women and Children, Social Services (to ensure all dimensions of sustainability are considered in the design of financing policies); National Statistical Offices (to integrate ongoing data and statistical capacity development initiatives within the INFF process where relevant); academia (to bring innovative solutions and build awareness), private sector bodies/ associations and civil society organisations (to ensure that the needs and priorities of all members of society are taken into consideration).

### 4. What is the role of the private sector in an INFF?

- The INFF aims to integrate private finance in public policies, as well as collaboration between private and public actors to support the national priorities and SDGs. It is used to develop tools, and to identify, bring together and put in place frameworks, regulations and compliance procedures that promote private investments to national priorities. To this end, private sector actors are engaged in both the scoping exercise (DFA) and in the process of designing and implementing the integrated financing strategy via coordination and dialogue mechanisms. However, the role of the private sector may change depending on the country context, as well as the scope and focus of the INFF. In addition, private actors may choose to take a more integrated approach to their own decision-making processes and apply the guiding principles of an INFF in their day-to-day operations to guide investment choices.



## 5. What is the role of civil society organisations in an INFF?

- The effective participation of civil society within the INFF is key in the design, implementation and monitoring process of the Integrated Financing Strategy. Part of the INFF Oversight Committee, the civil society organisations (CSOs) have a dual role in an INFF. On the one hand they are among the stakeholders consulted and involved in the design and implementation of the country's INFF. On the other hand, they hold government and other finance providers to account with regard to commitments in the INFF and the specific objectives identified in the country's financing strategy. In Sierra Leone for example, the Civil Society Consortium (with over 200 SDGs ambassadors) actively participated in the Financing dialogue on local resource mobilization and conducted an awareness building campaign about the INFF at the district/community level. In other cases, the civil society played a leading role in mainstreaming gender considerations in the assessment of the existing financing landscape, as well as representing women's interests in financing dialogues (see Building Block 4 Governance and coordination above for examples of how CSOs have played this role in different countries).

## 6. How are inclusion, gender equality, climate and other cross-cutting priorities mainstreamed in the INFF methodology?

All dimensions of sustainability (economic, social, environmental) are embedded in the INFF approach. The existing gaps between cross-cutting priorities and the existing financing architecture can be identified in the assessment phase of the financing landscape (BB1), while the corresponding financing policies and new instruments can be prioritized in the Financing Strategy (BB2). Furthermore, monitoring systems (BB3) can be developed to embed such considerations (e.g. green tagging) and appropriate coordination mechanisms (BB4) put in place to mainstream cross-cutting priorities at all levels. Involving Ministries responsible for these priorities and having inclusive working groups for each thematic area under the INFF governance arrangements are key in the process. The global guidance also provides examples of how these may be mainstreamed in financing policy choices (e.g., [see section 4.3 of Building Block 2 guidance](#)).

## 7. What are the costs of operationalising an INFF?

- Operationalising an INFF requires resources and commitment from government. Specific resource requirements will depend on the desired scope of the INFF, as well as the country's baseline. The scoping done in the inception phase can provide an idea of what the required steps are, which can be used as basis for budgeting by government. It can also be used to identify additional assessments and diagnostics to be undertaken, including those whose cost may have to be covered by development partners. The assessment and diagnostic phase, as well as the process of articulating a financing strategy, can also help to highlight other areas where support from development partners may be required. Currently, UN agencies are supporting INFF processes in over 70 countries.

## 8. Is it possible to develop an INFF without undertaking a Development Finance Assessment (DFA)?

- Yes, the global guidance on the [inception phase](#) provides an overview of the key steps required to begin the process; a specific tool is not necessarily required. However, the [DFA](#) is a useful tool to assess and build consensus all stakeholders on key issues that need to be considered, while drawing in the findings and recommendations of other process that run in parallel during the inception phase.

## Annex 2: Programme

### REGIONAL TRAINING WORKSHOP ON INTEGRATED NATIONAL FINANCING FRAMEWORKS IN AFRICA

<b>Date</b>	24-26 August 2021
<b>Venue</b>	Online (Zoom) – links to the online venue will be shared at registration
<b>Addis Ababa time (UTC+3)</b>	2:00 pm – 5:00 pm
<b>Language</b>	The meeting was conducted in English. Interpretation available: English <> French English <> Portuguese English <> Arabic

Tuesday, 24 August	
15 minutes before the opening of the workshop	Connection check/logging on to platform
2:00–2:20 p.m.	<p>Opening of the workshop by partner organizations</p> <ul style="list-style-type: none"> <li>• Ms. Shari Spiegel, UNDESA</li> <li>• Mr. Joseph Atta-Mensah, OIC, Macroeconomic and Governance Division, ECA</li> <li>• Mr. Ayodele Odusola, UNDP Africa Finance Sector Hub</li> <li>• Mr. Einar Bjorgo, UNITAR</li> </ul> <p>Moderator: Mr. Allan Mukungu, ECA</p>
2:20–3:00 p.m.	<p>An overview of:</p> <ul style="list-style-type: none"> <li>• The Development Account Tranche 13 Project in Africa</li> <li>• The integrated national financing framework landscape in Africa</li> <li>• Pre-workshop assessment</li> </ul> <p>Moderator: Elena Proden, UNITAR</p> <p>Presenters:</p> <ul style="list-style-type: none"> <li>• Ms. Natalia Aristizabal Mora, UNDESA</li> <li>• Ms. Farzana Sharmin, ECA</li> <li>• Ms. Orria Goni, UNDP Africa Finance Sector Hub</li> </ul>
3:00–5:00 p.m.	An overview of the ECA integrated planning and reporting toolkit



	<ul style="list-style-type: none"> <li>• Purpose and design of the toolkit</li> <li>• Main functionalities of the toolkit</li> <li>• Country experiences and key lessons learned</li> <li>• Linking the toolkit with integrated national financing frameworks</li> <li>• Q&amp;A session</li> </ul> <p>Moderator: Mr. Allan Mukungu, ECA</p> <p>Presenter: Mr. Tadele Ferede, ECA</p>
<b>Wednesday, 25 August</b>	
<p>2:00–3:30 p.m.</p>	<p>Integrated national financing frameworks in Africa: an assessment and diagnostics methodology</p> <ul style="list-style-type: none"> <li>• Introduction to the methodology (15 mins)</li> <li>• The experience of four countries that have conducted an assessment in the framework inception phase and key lessons learned (10 mins each)</li> <li>• Q&amp;A session (5 mins)</li> <li>• Group activity (25 mins)</li> </ul> <p>Moderator: Ms. Shari Spiegel, UNDESA</p> <p>Presenter: Ms. Shari Spiegel, UNDESA</p>
<p>3:30–5:00 p.m.</p>	<p>Integrated national financing frameworks: the design and implementation of financing strategies</p> <ul style="list-style-type: none"> <li>• A methodology for designing financing strategies (15 minutes)</li> <li>• The experience of four countries that have formulated a financing strategy and key lessons learned (10 mins each)</li> <li>• Q&amp;A session (5 mins)</li> <li>• Group activity (25 mins)</li> </ul> <p>Moderator: Ms. Orria Goni, UNDP Africa Finance Sector Hub</p> <p>Presenter: Dr. Yanis Kuhn von Burgsdorff, UNDESA</p>
<b>Thursday, 26 August</b>	
<p>2:00–3:30 p.m.</p>	<p>Integrated national financing frameworks: the mechanism for monitoring, review and accountability</p> <ul style="list-style-type: none"> <li>• Overview of the mechanism for monitoring, review and accountability (15 mins)</li> <li>• The experience of four countries that have employed the mechanism and key lessons learned (10 mins each)</li> </ul>

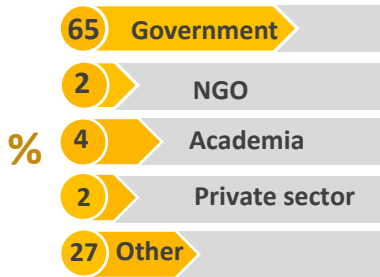


	<ul style="list-style-type: none"> <li>• Q&amp;A session (5 mins)</li> <li>• Group activity (25 mins)</li> </ul> <p>Moderator: Ms. Elena Proden, UNITAR Presenter: Elena Klare, UNDESA</p>
3:30–5:00 p.m.	<p>Integrated national financing frameworks: the design and implementation of governance and coordination arrangements</p> <ul style="list-style-type: none"> <li>• Overview of governance and coordination arrangements (15 min)</li> <li>• The experience of four countries that have put in place governance and coordination arrangements and key lessons learned (10 mins each)</li> <li>• Q&amp;A session (5 mins)</li> <li>• Group activity (25 mins)</li> </ul> <p>Moderator: Farzana Sharmin, ECA Presenter: Cecilia Caio, UNDESA</p>
5:00–5:30 p.m.	<p>Closing session</p> <ul style="list-style-type: none"> <li>• Post-workshop assessment and feedback poll (10 mins)</li> <li>• The way forward for African countries (10 mins)</li> <li>• Closing remarks by partner organizations (10 mins)</li> </ul>

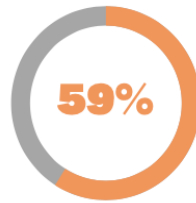


## Annex 3: Evaluation summary of the training

### Participants profile



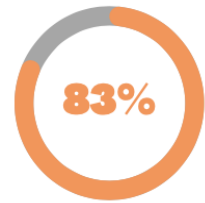
### Relevance



The information was new



The content is relevant to my job



The information is likely to be used in my job

### Effectiveness



The country examples provided useful insights for my work



The resource persons demonstrated mastery in their topics



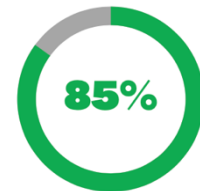
The methods used were appropriate and effective



The facilitators adequately engaged with participants in discussions

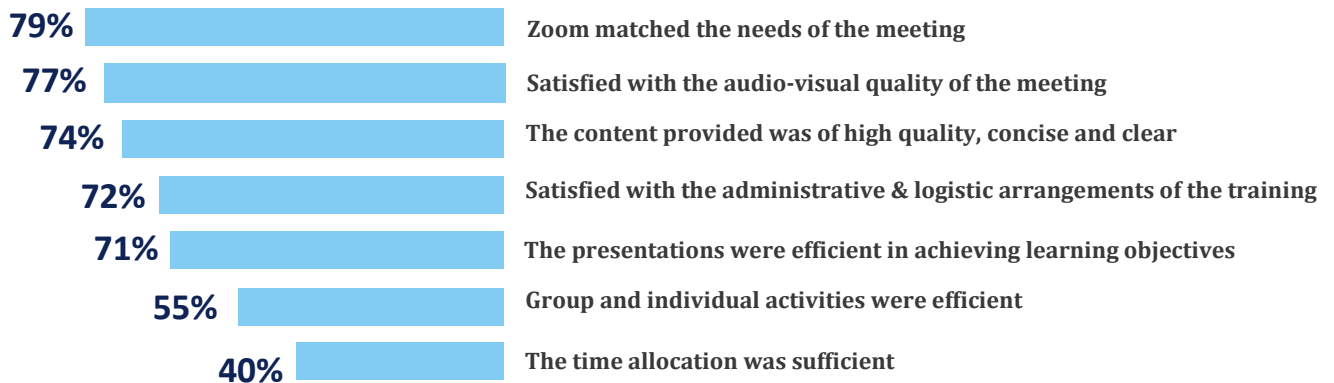


Met the learning objectives of the meeting



Experienced an increase in knowledge, skills and attitude related to INFFs

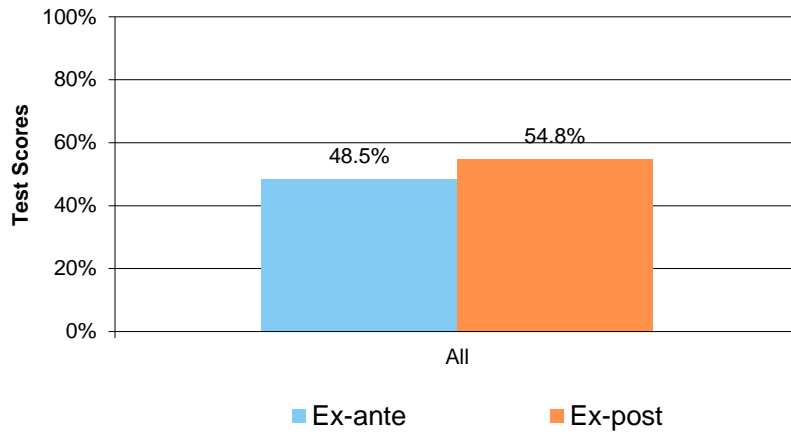
### Efficiency and quality



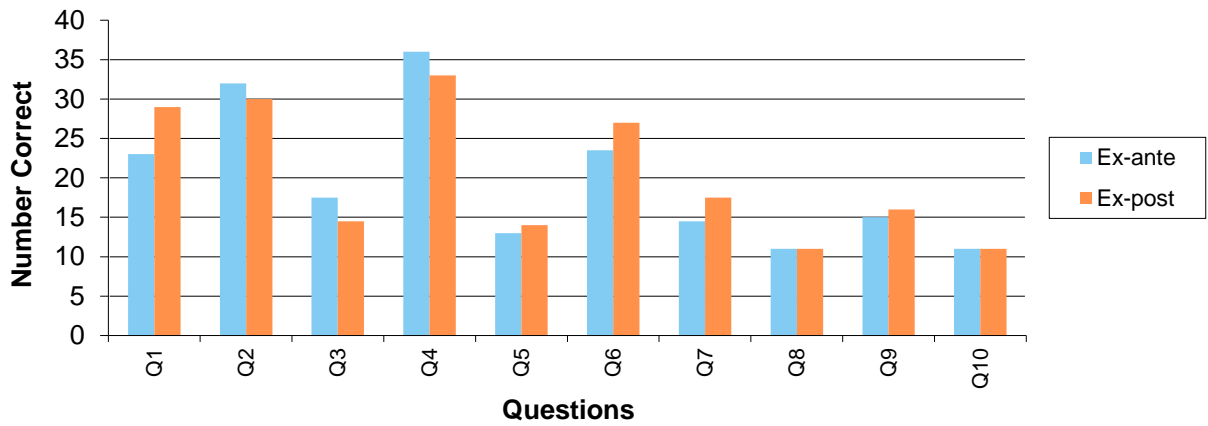
## Annex 4: Ex-ante and ex-post assessment

The overall increase of knowledge is by 6.3%.

Ex-ante and ex-post assessment (overall)



Ex-ante and ex-post assessment (by question)





## **Annex 5: Participants**

### **List of participants in the Regional Training Workshop on Integrated National Financing Frameworks in Africa**

**24-26 August 2021**

#### **UNECA Member States**

##### **Angola**

- Mr. Augusto De Jesus Alves Ferreira, National Bank of Angola, Angola
- Mr. Pedro Tombwele, Ministry of Economic and Planning, Angola
- Mr. Sebastião Tuma, Banco Nacional de Angola, Angola
- Ms. Ana Junior, National Bank of Angola, Angola
- Ms. Júlia Barros, Ministry of Finance, Angola
- Ms. Lusa Sebastiao, Ministry of Finance, Angola
- Ms. Lweje Jardim, National Bank of Angola, Angola
- Ms. Teresa Castro, Ministry of Finance, Angola

##### **Benin**

- Ms. Emile Gagnon, DGCS-ODD, Benin
- Ms. Magloire Augustin Aguessy, DGCS-ODD, Benin
- Ms. Victorien Ede, Ministry of Economics and Finance, Benin

##### **Botswana**

- Mr. Duncan Madiabaso, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Mr. Edwin Itshekeng, Ministry of Finance & Economic Development, Botswana
- Mr. Ephraim Kentse, Botswana Unified Revenue Service, Botswana
- Mr. Ignatius Oarabile, Ministry of Finance and Economic Development, Botswana
- Mr. Kabelo Tsiang, Ministry of Finance and Economic Development, Botswana
- Mr. Khonye Takongwa Samson, Botswana Government-Ministry of Nationality, Immigration and Gender Affairs, Botswana
- Mr. Moemedi Bosupeng, Ministry of Nationality, Immigration & Gender Affairs, Botswana



- Mr. Neo Lepokane, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Mr. Ogotseng Phatshwane, Ministry of Finance and Economic Development, Botswana
- Mr. Olebogeng P. Thabang Morebodi, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Mr. Onthusitse Molosiwa, Ministry Finance and Economic Development, Botswana
- Mr. Onthusitse Molosiwa, Ministry Finance and Economic Development, Botswana
- Mr. Patrick Seitiso, Ministry of Finance & Economic Development, Botswana
- Mr. Peter Boi, Ministry of Finance and Economic Development, Botswana
- Mr. Richmond Boemo Mpolokeng, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Mr. Thato Koogotsitse, Ministry of Finance and Economic Development, Botswana
- Mr. Thato Tsetse, Ministry of Health and Wellness, Botswana
- Mr. Topo Kabo Basaako, Ministry of Finance and Economic Development, Botswana
- Mr. Tshepo Tsimako, Ministry of Finance and Economic Development, Botswana
- Ms. Amogelang Ramakgaritha, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Ms. Boingotlo Tirelo, Ministry of Health & Wellness, Botswana
- Ms. Boitumelo Sendy Gofhamodimo, Ministry of Finance and Economic Development, Botswana
- Ms. Boitumelo Sendy Gofhamodimo, Ministry of Finance and Economic Development, Botswana
- Ms. Cherry Keikantseng Kabelo, Ministry of Finance and Economic Development, Botswana
- Ms. Chigedze Chinyepi, Gender Links Botswana, Botswana
- Ms. Gorata Mighty Ntshwabi, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Ms. Keikantseone Gaowelwe, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Ms. Kererilwe Ratsie, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Ms. Lesego Molapisi, Botswana Institute for Development Policy Analysis, Botswana
- Ms. Malebogo Bakwena, University of Botswana, Botswana
- Ms. Margaret Mabjeng, Ministry of Finance & Economic Development, Botswana
- Ms. Matshidiso Thathana, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Ms. Naledi Modise, Ministry of Nationality, Immigration & Gender Affairs, Botswana.
- Ms. Nametso Malema, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Ms. Onneile Gababotse, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Ms. Otisitswe Tawana-Madziba, Ministry of Finance, Botswana
- Ms. Peoyame Loungo Tladi, Ministry of Nationality, Immigration & Gender Affairs, Botswana
- Ms. Puni Mafhoko, Ministry of Finance and Economic Development, Botswana
- Ms. Tebatso Lesego Chalashika, Ministry of Finance & Economic Development, Botswana

## **Burkina Faso**



- Mr. Albert Kabore, Ministère de l'Economie, des Finances et du Développement, Direction Générale du Budget, Burkina Faso
- Mr. Anselme Some, CENTIF, Burkina Faso
- Mr. Boukary Ouedraogo, Université Thomas SANKARA, Burkina Faso
- Mr. Boureima Sawadogo, Ministère de l'Economie, des Finances et du Développement
- Mr. Boureima Tao, Direction Générale de la Coopération/Ministère de l'Economie, des Finances et du Développement, Burkina Faso
- Mr. Emmanuel Savadogo, Direction générale de l'économie et de la planification, Ministère de l'Economie, des Finances et du Développement
- Mr. Erdjouman Sanou , CAPES/Presidence du FASO, Burkina Faso
- Mr. Eric Bourgou, Ministère de l'Economie, des Finances et du Développement, Direction générale de la coopération, Burkina Faso
- Mr. Isaac Fresnel Wendkouni Kabre, Direction Générale du Budget, Burkina Faso
- Mr. Issiaka Sombie, University of Thomas Sankara, Burkina Faso
- Mr. Jean Gabriel Tougma, Ministère de l'Economie, des Finances et du Développement, Burkina Faso
- Mr. Jean Marie Kébré, Directeur Général de la Coopération, Ministère de l'économie, des finances et du développement, Burkina Faso
- Mr. Kiswendssida Yameogo, CNPE, Ministère de l'Economie, des Finances et du Développement, Direction Générale de l'Economie et de la Planification, Burkina Faso
- Mr. Larba Issa Kobyagda, Ministère de l'Economie, des Finances et du Développement,
- Mr. Ludovic André Nabolle, Direction générale de l'économie et de la planification, Burkina Faso
- Mr. Mahamadou Bokoum, Direction générale de l'Économie et de la planification du Burkina Faso, Burkina Faso
- Mr. Martin Zoungana, Direction Générale de la Coopération, Burkina Faso
- Mr. Moussa Sigue, Université Thomas SANKARA (UTS), Burkina Faso
- Mr. Tapsoba Marak, Ministère de l'Economie, des Finances et du Développement, Direction Générale de l'Economie et de la Planification
- Mr. Yahaya Ouedraogo, Direction Générale de la Coopération, Ministère de l'Economie, des Finances et du Développement, Burkina Faso
- Mr. Zinéssida Ouedraogo, Direction Générale de l'Economie et de la Planification (DGEP)/Ministère de l'Economie, des Finances et du Développement, Burkina Faso
- Ms. Mady Zango, Ministère de l'Economie, des Finances et du Développement, Burkina Faso
- Ms. Mariam Sory Traore, Ministère de l'économie, des finances et du développement, Burkina Faso



- Mr. Joseph Nzambimana, OMS, Burundi
- Mr. Modeste Ndayisenga, ISTEERU, Burundi
- Mr. Renovat Bigirimana, Ministère des Finances, du Budget et de la Planification Economique, Burundi
- Mr. Samuel Nshimirimana, Ministère des Finances, du Budget et de la Planification Economique, Burundi
- Mr. Térance Ntabangana, Ministère des Finances, du Budget et de la Planification Economique, Burundi
- Ms. Maisha Simbigura, Ministère des Finances, du Budget et de la Planification Economique, Burundi
- Ms. Minani Pierre, MSPLS, Burundi
- Ms. Mireille Irakoze, Ministère des Finances, du Budget et de la Planification Economique, Burundi

### **Cabo Verde**

- Mr. Joao Barros, CCAD, Cabo Verde
- Mr. Joayrton Barbosa, Banco de Cabo Verde, Cabo Verde
- Mr. José Carlos Mendonça, Ministry of Foreign Affairs, Cabo Verde
- Mr. Jose Martins, Cabo Verde Trade Invest, Cabo Verde
- Mr. Manuel Lima, Bolsa de Valores de Cabo Verde, Cabo Verde
- Mr. Maurino Évora, Ministério da Família, Inclusão e Desenvolvimento Social, Cabo Verde
- Ms. Albertina Rocha Costa, Ministère des Finances, Cabo Verde
- Ms. Dulce Fernandes, Ministerio dos Negocios Estrangeiros, Cooperacao e Integracao Regional, Cabo Verde
- Ms. Iolanda Brites, Direccion Generale des Ressources Marines, Cabo Verde
- Ms. Jucelinda Neves, CCAD – MS, Cabo Verde
- Ms. Marcia Teixeira, Bolsa de Valores de Cabo Verde, Cabo Verde
- Ms. Winnie Martins, Ministério do Mar, Cabo Verde

### **Cameroon**

- Mr. Eugene Nyuydine Ngalim, Cameroon Youths and Students Forum for Peace, Cameroon
- Mr. Hamadou Saïdou, Ministère de l'Économie, de la Planification et de l'Aménagement du Territoire, Cameroon
- Mr. Pierre Joubert Nguetse, Ministère de l'Économie et de la Planification, Cameroon
- Mr. Serge Fotso Simo, Ministère de l'Économie, de la Planification et de l'Aménagement du Territoire, Cameroon

- Mr. Serge Lonang, GICAM, Cameroon
- Mr. Tcharbuaibokengo Nfenn, Federation of Environmental and Ecological Diversity for Agricultural Revampment and Human Rights, Cameroon
- Mr. Uilrich Inespéré Waffo, ONUFEMMES, Cameroon
- Mr. Zebaze Désiré, Réseau Camerounais des Organisations des Droits de l'Homme / Cameroon Network of Human Rights Organisations, Cameroon
- Ms. Lydie Chantal Ella Meye Nkoum Essissima, Ministère de la Décentralisation et du Développement Local, Cameroon

### **Central African Republic**

- Mr. Enock Roger Oueama, Ministère des Finances et du Budget, Central African Republic
- Mr. Jean Gualbert Saganza, Ministère des finances et du budget (CS-REF), Central African Republic

### **Chad**

- Mr. Acheikh Oumar Halou, Minister of economic and planning, Chad
- Mr. Aigongue Djinguebaye, Ministère des Finances et du Budget, Chad
- Mr. Ali Senoussi, Ministère de la sante publique et de la solidarité nationale, Chad
- Mr. Simon Yannick Ekobena, RCS, Chad
- Ms. Narassem Mbaïdoum, Minitère de la Santé publique et dela Solidarité Nationale, Chad
- Ms. Yoyammel Martine, OMS, Chad

### **Comoros**

- Mr. Abdel Kamal Mouzaouira, AGID, Comoros
- Mr. Abdou Katibou, SNU, France
- Mr. Abdou Mdahoma Rafiou, Trésor, Comoros
- Mr. Abdoulanziz Idjabou, ANPI, Comoros
- Mr. Abdoulhalim Mohamed Nafion, Chambre de commerce de Mohéli, Comoros
- Mr. Ahmed Mlindasse Faouzia, Douane Comorienne, Comoros
- Mr. Al Hadi Hirdani Baco, ANPI, Comoros
- Mr. Al Hadi Hirdani Baco, ANPI, Comoros
- Mr. Ali Islam Fahardine, Université des Comores, Comoros
- Mr. Ben Alioïou Anzaouir, RCS, Comoros
- Mr. Farouk Oumouri, Commissariat Général au Plan, Comoros
- Mr. Fayal Mohamed, ANPI COMORES,
- Mr. Hamidou Soilihi Youssoufa, CGP, Comoros



- Mr. Herman Kakule Mukululuki, Ministère du Plan, France
- Mr. Housseine Ahmed Soilihi, Direction Générale de l'Economie et du Commerce, Comoros
- Mr. Ismael Makthalina, Assemblée de l'Union, Comoros
- Mr. Mohamed Abdou Ali, ANPI, Comoros
- Mr. Mohamed Abdoul El Karim, Ministère de l'Economie, Comoros
- Mr. Mohamed Boina, Trésor, Comoros
- Mr. Moissuli Mohamed Aziri, Ministère de l'Economie, Comoros
- Mr. Oumouri Mohamed, AGID, Comoros
- Mr. Said Aboucar Chanfi, CGP, Comoros
- Mr. Said Ahmed Zaki, Douane Comorienne, Comoroa
- Mr. Youssouf Salim, CCIA ANJOUAN, Comoros
- Mr. Zainoudine Ahamada, Direction Générale de l'économie, Comoros
- Ms. Halifa Aoussiddine, Banque Centrale des Comores, Comoros
- Ms. Moinadjoumoi Moilimou, Chambre de Commerce, d'Industrie et d'Artisanat de Ngazidja, Comoros
- Ms. Naida Charif, Ministère de l'Economie, Comoros
- Ms. Soula El-Had, Douane Comorienne, Comoros
- Ms. Zarna Ali Bacar, Commissariat Général au Plan, Comoros

## Congo

- Mr. Anderson Prince Kounga, Ministère du Plan, Congo
- Mr. Aymeric Misoni, Ministère du Plan, Congo
- Mr. Aymeric Misoni, Ministère du Plan, Congo
- Mr. Cédric Bokamba Yangouma, Ministère de l'économie, du plan, de la statistique et de l'intégration régionale, Congo
- Mr. Christian-Mathilde Luyela, Ministère du Plan, Congo
- Mr. François Kabuya Kalala, Université de Kinshasa, Congo
- Mr. Gerard Tuipatshile, Ministère du Plan, Congo
- Mr. Jean-Pierre Bokeli Eale, Ministère du Plan, Congo
- Mr. Joel Munkeni, Ministère du Plan, Congo
- Mr. Modeste Kakanda, Observatoire Congolais du Développement Durable, Congo
- Mr. Otion Ludovic, Direction générale du plan et du développement, Congo
- Mr. Randy Aymard Kamba, Ministère de l'Économie et du plan, Congo
- Ms. Amzy Gnalabeka Perdya, Institut National de la Statistique, Congo
- Ms. Barbara Kobler, DCO, Congo
- Ms. Dieudonne Essimbo Manu, Ministère du Plan, Congo



- Ms. Magloire Ntomono, Ministry of Finance, Congo
- Ms. Malie Paul, Ministère des Finances, Congo
- Ms. Suzanne Somboko, Ministère de l'Économie, du Plan, Congo
- Ms. Yoka, Ministère des finances, du budget et du portefeuille public, Congo

### **Djibouti**

- Mr. Abdoukader Garad, Gouvernement, Djibouti
- Mr. Abdourahman Soubaneh, Ministère de la Santé, Djibouti
- Mr. Absan Mohamed, Ministère de la Communication chargé des Postes et des Télécommunications, Djibouti
- Mr. Ali Barreh, Ministère de l'Énergie, Djibouti
- Mr. Mohamed Meraneh Ali, Ministère de l'Éducation, Djibouti
- Ms. Fardouza Ahmed Ali, Ministère Délégué Chargé de la Décentralisation, Djibouti
- Ms. Kadiga Kamil Houmed, Ministère Délégué Chargé de la Decentralization, Djibouti

### **Egypt**

- Mr. Ahmed Salama, Ministry of International Cooperation, Egypt
- Mr. Anwar Nasr, Central Bank of Egypt, Egypt
- Mr. Ayman Mohamed, Central Bank of Egypt, Egypt
- Mr. Bassem Sami, Ministry of International Cooperation , Egypt
- Mr. Hagar Aladdin, Ministry of Manpower, Egypt
- Mr. Mervat Sabrin, Ministry of Social Solidarity-Egypt, Egypt
- Mr. Moheb Victor, CAPMAS, Egypt
- Mr. Shady Rashed, Ministry of International Cooperation, Egypt
- Ms. Amal Abdo, Central Bank of Egypt, Egypt
- Ms. Amira`Mahmoud Taha, Ministry of International Cooperation, Egypt
- Ms. Aya El Ashi, Central Bank of Egypt, Egypt
- Ms. Aya Gabr, ILO, Egypt
- Ms. Aya Nawwar, The Ministry of Planning and Economic Development, Egypt
- Ms. Cynthia Gabra, Ministry of International Cooperation, Egypt
- Ms. Doaa Oraby, Ministry of International Cooperation, Egypt
- Ms. Fatma Mosaad, MOSS, Egypt
- Ms. Hama Mansour, Ministry of Education and technical Education, Egypt
- Ms. Hania El Bashary, Central Bank of Egypt, Egypt
- Ms. Heba Emam, Central Bank of Egypt, Egypt



- Ms. Ingy Eltawdy, Central Bank of Egypt, Egypt
- Ms. Lauraine Habib, Ministry of Planning and Economic Development, Egypt
- Ms. Mona Fayed, Ministry of Planning & Economic Development, Egypt
- Ms. Nora Amer, Central Bank of Egypt, Egypt
- Ms. Reem Elsybaey, CAPMAS, Egypt
- Ms. Sara Azab, Central Bank of Egypt, Egypt
- Ms. Shaimaa Mahmoud, Ministry of Manpower, Egypt
- Ms. Shaymaa Naeem, The National Council for Women, Egypt
- Ms. Shireen Fahmy, Central Bank of Egypt, Egypt
- Ms. Yasmina Lashin, Ministry of Social Solidarity, Egypt
- Ms. Yasmine Abbas, Central Bank of Egypt, Egypt

### **Eswatini**

- Mr. Mcebo Zikalala, Ministry of Economic Planning and Development, Eswatini
- Mr. Mvuselelo Dlamini, Ministry of Economic Planning and Development, Eswatini
- Mr. Ncamiso Ngcamphalala, Ministry of Economic Planning and Development-Aid Coordination and Management Section, Eswatini
- Mr. Thandazani Sibiyi, Ministry of Economic Planning and Development, Eswatini
- Mr. Thokozani Sifakazelo Sibiyi, Ministry of Economic Planning and Development, Eswatini
- Ms. Kate Mamba, Ministry of Finance, Eswatini
- Ms. Khanyisile Dlamini-Dube, Ministry of Finance, Eswatini
- Ms. Nonhlanhla Shongwe, Ministry of Economic Planning and Development, Eswatini
- Ms. Phindile Masango, Ministry of Economic Planning and Development, Eswatini
- Ms. Sbongile Dube, Ministry of Economic Planning and Development, Eswatini

### **Ethiopia**

- Mr. Bazezew Aschenke, Planning and Development Commission, Ethiopia
- Mr. Engida Abebe, PDC, Ethiopia
- Mr. Habitamu Tonche, Planning and Development Commission, Ethiopia
- Mr. Habtamu Takele, National planning commission, Ethiopia
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