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

Summit of the Future APRM Policy Brief

Authored by: Dr. Hanan Rizk (NIGSD-Egypt), Dr. Enock Nyorekwa Twinoburyo (SDGCA-Rwanda), Ms. Sara Hamouda (APRM Continental Secretariat, South Africa)
Reviewed by: Dr. Sherifa Sherif, and Ms. Caroline Makasa

What's social equity and why it matters for LNOB?

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

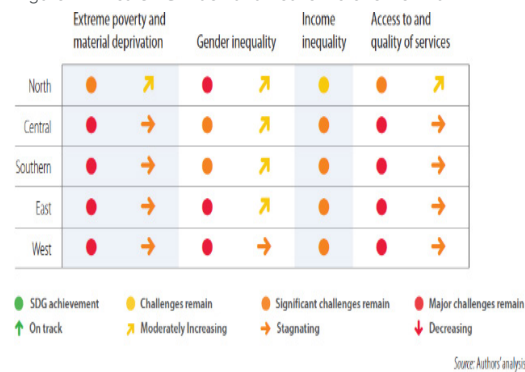Figure 2 Challenges of Leave No One Behind

LNOB addresses inequity both vertically, amongst individuals and households,

and horizontally, through group-based discrimination. This principle is central to 13 of the 17 goals (Gupta & Vegelin, 2016)[1]. For example, it focuses on reaching those furthest behind across the SDGs, including ending extreme poverty (SDG #1), reducing inequalities (SDG #10), ending group-based discrimination and advancing good governance practice (SDG #16) (Stuart & Samman, 2017).

LNOB, with social equity at its core, includes not only reducing disparities across income and wealth but also increasing access to basic services such as education, health, clean water and social protection programs. For example, SDG#10 aims to reduce inequalities both within and between countries, addressing equality and equity issues. This goal not only covers income disparities but also recognizes key attributes such as deprivation and disadvantage that are linked in exclusionary practices and policies in societies.

The Leave No One Behind principle is considered as a major challenge to the effective implementation and monitoring of the SDGs in Africa (The SDGs Centre for Africa and Sustainable Development Solutions Network, 2020, p. 1). The **Leave No One Behind Index** from the **Africa 2020 SDG Index and Dashboard** highlights that stagnation remains the dominant trend across the continent (see Figure 1)[2]

Figure 1 Africa SDG Index and Leave No one Behind

The Index further highlights several critical challenges that are relevant to the toolkit and warrant careful consideration in the context of LNOB implementation (see Figure 1). These challenges offer valuable insights into the barriers faced by African countries in achieving the Sustainable Development Goals and emphasize the importance of targeted strategies for addressing gaps in social equity and inclusion.

Source: The Sustainable Development Goals Centre for Africa and Sustainable Development Solutions Network (2020)

The LNOB principle necessitates a social equity framing to the formation, implementation and monitoring of public policies and development goals.

Social equity is about ensuring that all individuals have equal opportunities to participate fully in the political and cultural life of a community. This includes guaranteeing access to rights, services and protections, as well as ensuring the fair distribution of public services. It promotes fairness and justice in the formation, implementation and monitoring of public policies[3]. It ensures that every individual has the same (equal) opportunities for well-being and access to public goods and social services[4].

Social equity goes beyond ensuring equal opportunities for well-being and access to public goods and social services. It contributes to the overall social inclusion and cohesion of society by creating an environment of participation and access to decision making[5]. This allows individuals from all backgrounds to fully take part in society, regardless of their circumstances.

Initiated toolkit on Social Equity: Objectives and Assumptions

The African Peer Review Mechanism, a self-monitoring governance mechanism, has incorporated aspects of Leave No One Behind (LNOB) into its governance review process. This is evident in the APRM base

questionnaire, which includes elements on socio-economic governance policies and disaster preparedness – both crucial aspects of achieving LNOB. Guided by its mandate to support African countries in monitoring progress towards the 2030 Agenda and Agenda 2063, the APRM also collaborated with other organizations to conduct a baseline study on Africa's awareness, knowledge and implementation of effective governance for sustainable development [6].

This baseline study stemmed from recommendations made during the APRM Africa Regional Workshop on CEPA Principles, held in Pretoria, South Africa (30th of October – 1st of November, 2019). As a result of the workshop, the APRM and the United Nations Department of Economic and Social Affairs (UN DESA) decided to conduct a join study on the implementation of the eleven principles of effective governance for sustainable development in Africa.

The baseline study identified "Leaving No One Behind" and "Intergenerational Equity" as the principles least implemented by many countries. To address this, UN DESA/DPIDG developed strategy guidance notes, presented at workshops in March 2022. Additionally, the APRM consulted countries on the most pressing issues governments should consider post-COVID-19 to promote responsive and agile public institutions. Social equity was identified as a key strategy, offering a positive opportunity to address social inequalities exacerbated by the pandemic's negative consequences.

Given these insights, the APRM in collaboration with the National Institute of Governance and Sustainable Development (NIGSD) and other experts, developed a toolkit on social equity designed to enhance monitoring of this strategy in Africa. The toolkit consists of a set of questions that African agencies are encouraged to tailor according to their contexts and needs to optimize outcomes while implementing state-oriented developmental goals and trajectories.

1 Among the 17 SDGs, these include: no poverty (SDG 1), zero hunger (SDG 2), good health (SDG 3), quality education (SDG 4), gender equality (SDG 5), clean water (SDG 6), affordable and clean energy (SDG 7), decent work and economic growth (SDG 8), industry, innovation and infrastructure (SDG 9), reduced inequalities (SDG 10), sustainable cities and communities (SDG 11), life on land (SDG 15) and peace, justice and strong institutions (SDG 16) (The SDGs Center for Africa, 2021).
2 The Sustainable Development Goals Centre for Africa and Sustainable Development Solutions Network (2020). Africa SDG Index and Dashboard

1 National Academy of Public Administration, 2000; https://archive.unescwa.org/social-equity.
2 https://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm.
3 https://www.un.org/esa/socdev/documents/compilation-brochure.pdf.
4 https://publicadministration.un.org/Portals/1/Images/African_regional_workshop/final_report.pdf.

The questions included in the LNOB toolkit are informed by a literature review, primary data sources through interviews, consultations and surveys alongside the five thematic areas of the APRM: democracy and political governance, economic governance and management, corporate governance, broad social sustained economic development and state resilience to shocks and disasters.
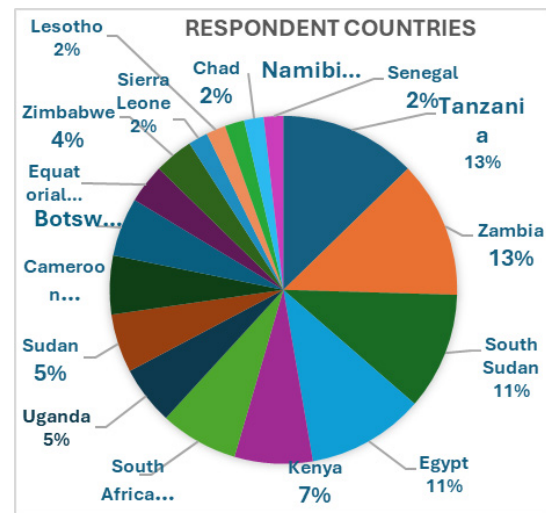
Note that the questions in this toolkit are not exhaustive and countries and agencies are encouraged to tailor questions and their approach according to their contexts and needs.

Findings of the Social Equity toolkit

The validation of the highlighted toolkit took place in different continental forums, including the African Association for Public Administration Conference in Cape Town 2022 and the Women Leadership program in Cairo March 2024. The following results emerged:
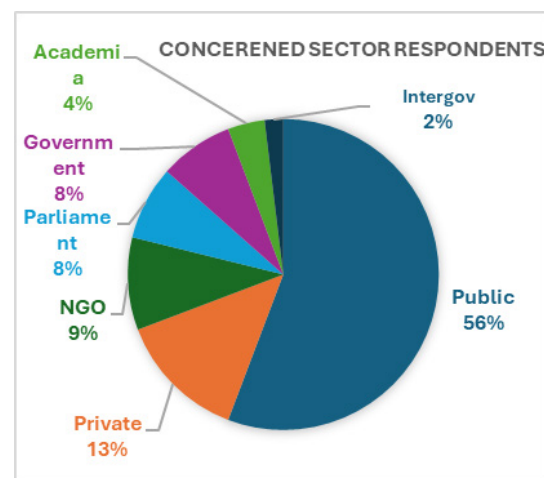
The purposive sample (see Figure 3) of fifty-five (55) African female executives from seventeen (17) African countries was selected for the toolkit validation. This sample was chosen to ensure representation from diverse regions and backgrounds within Africa.

Figure 3 Respondent African countries to the APRM-NIGSD Toolkit:
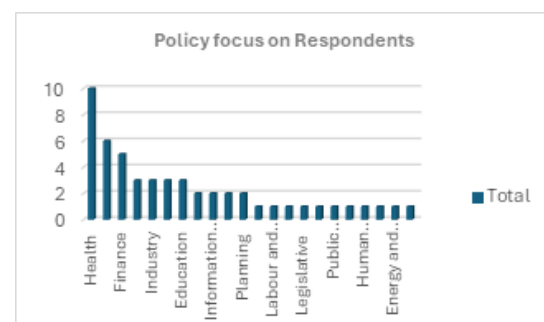

The female respondents also have diverse professional backgrounds (See Figure 4), but the majority represent public sector institutions (52%), followed by 11% from the private sector, 9% from Non-Governmental Organisations, 8% from the Parliament, 6% from the Government and 4% from academia. The selection of government officials as respondents in the LNOB policy brief reflects their role in policy formulation, access to key data, decision-making authority, and institutional accountability, providing critical insights into the implementation and challenges of LNOB initiatives.

Figure 4: concerned sector of respondents

Most of the respondents to the toolkit are also working for important sectors (see Figure 5), including health, finance, industrialization, as well as gender, communication and information.
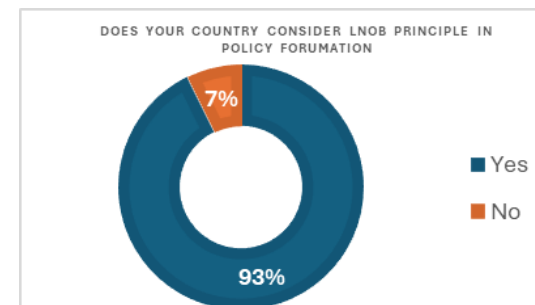
Figure 5 Policy area of focus by respondents

Application of LNOB at national level

Majority of respondents (93% as shown in Figure 6) confirmed that their countries adopt national policies to promote the Leaving No One Behind principle.

Figure 6. Consideration of LNOB by the Gov

The responses can be categorized according to the following:

- **Inclusive Policy and Legislative Frameworks**

  African countries such as Egypt, Tanzania, Zambia, Kenya, Botswana and South Africa incorporated LNOB through the formulation of inclusive policies. For example, they enshrined LNOB in their Constitutions and legal frameworks, developed policies and laws for inclusive participation, implemented the Economic Inclusion Act, and adopted gender equality and social inclusion strategies.

  Respondents highlighted the importance of gender mainstreaming policies and affirmative action initiatives to promote inclusive participation. For instance, one respondent noted, **"Empowering women to take leadership roles through affirmative action has been essential in ensuring that marginalized voices are heard in decision-making processes."** Countries like South Africa and Kenya have shown success in increasing female representation in parliament and government roles as a direct result of these policies.

- **Access to Healthcare and Services**

  Several African countries, such as Namibia, Kenya, and Uganda, highlighted various ways they are incorporating the Leave No One Behind (LNOB) principle into healthcare services. These countries are committed to providing public healthcare services to all citizens, regardless of their social or economic status, ensuring that healthcare is a universal right. They have subscribed to universal health coverage (UHC), a system that guarantees healthcare accessibility for all people, particularly those in marginalized groups. As one executive stated, **"Providing free healthcare services for vulnerable populations, including women and children, has significantly improved health outcomes."**

  This commitment is reinforced by the redistribution of national resources through targeted safety nets and social protection programs, focusing on vulnerable populations like women, youth, and the less privileged.

  For example, **SAGE** (Social Assistance Grants for Empowerment) a Ugandan government program of cash transfers (also known as Senior Citizens Grant) provides a bimonthly cash grant to those above the age of 80 (60 and 65 in some areas). SAGE has significantly reduced poverty, improved the lives of many vulnerable Ugandans, and contributed to broader economic development by stimulating local economies and increasing household spending[7].

- **Training and Capacity Building**

  Countries like Cameroon and Tanzania have prioritized **training and capacity building** as essential tools for fostering inclusiveness and gender equality within their governments. They offer **continuous**

training and sensitization seminars for civil servants on the significance of Leaving No One Behind. Additionally, these governments run **training programs for public administrators and employees** across various sectors to promote inclusivity in public service. Capacity building is further enhanced through **workshops, conferences, and participatory approaches** to decision-making, where public servants can actively contribute to policy development and implementation. These initiatives empower public sector employees with the tools to integrate inclusivity into their daily work, ultimately fostering a more equitable environment.

- **Economic and Social Empowerment**

Experts from Namibia, Equatorial Guinea, and Zimbabwe highlighted the importance of **economic and social empowerment** in achieving social equity. One key focus is the **empowerment of women and youth**, particularly in leadership roles and entrepreneurship. These countries have launched programs to **support women in business**, with a particular emphasis on preparing them to become export ready. This economic empowerment is further strengthened through the **redistribution of resources**, aimed at addressing economic inequalities and promoting social protection for vulnerable groups. These efforts ensure that LNOB is not just a social principle, but also an economic one, contributing to the overall prosperity of the nation.

- **Inclusive Participation and Engagement**

Inclusive participation is a cornerstone of the LNOB principle, as highlighted by respondents from various countries. The importance of **engaging stakeholders in decision-making and service delivery** is paramount to achieving equity. Respondents emphasized the need for **inclusive participation in planning, implementation, and**

reporting, ensuring that all voices are heard throughout the process. In this regard, **multisectoral collaboration** between Civil Society Organizations (CSOs), government, the private sector, and development partners is essential. Moreover, engaging marginalized communities through **intergenerational dialogue** ensures that LNOB strategies are inclusive and reflect the needs of all segments of society.

- **Monitoring, Accountability, and Impact Assessment**

Furthermore, respondents also stressed the critical role of **monitoring, accountability, and impact assessment** in the implementation of LNOB strategies. Identifying **who is being left behind** and addressing the root causes of their exclusion is a key priority. This requires **monitoring and measuring progress** to ensure that policies are achieving their intended goals. Additionally, ensuring **accountability for LNOB principles** is essential, particularly through impact assessments of funded projects to confirm they are inclusive and equitable. These mechanisms help governments track the effectiveness of their interventions and make necessary adjustments to ensure that no one is left behind.

- **Public Engagement and Representation**

The role of public engagement and representation is critical to ensuring sustainable and inclusive development. Respondents noted the importance of contributing to sustainable development initiatives, ensuring that the benefits are long-lasting and accessible to all. Parliament's role in law-making, representation, and oversight is crucial in driving the LNOB agenda forward. By addressing issues of equality across all sectors of society, governments can work towards creating an inclusive society that benefits everyone. In addition, ensuring that the content and tools for building

an inclusive society are accessible to all citizens is a fundamental aspect of public engagement.
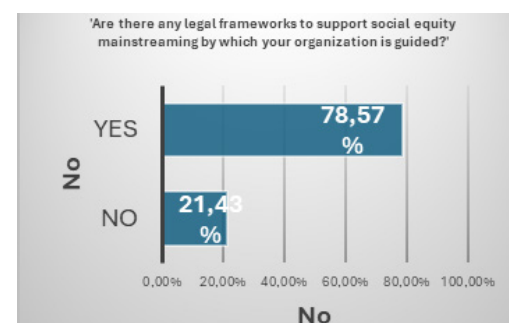
Successful initiatives for promoting social equity

Countries across Africa have implemented initiatives focused on enhancing social equity, particularly through **gender mainstreaming policies** and **affirmative actions**. These efforts are central to ensuring that disadvantaged groups, including women, youth, and the physically challenged, are given equal opportunities to participate in national development. Furthermore, they are essential for creating a more just and equitable society.

- **Gender mainstreaming policies and affirmative actions**

One of the prominent strategies has been the development of policies on gender, social inclusion, and equity. These policies establish a legal framework for promoting equality across all sectors. In many countries, inclusion laws have been implemented to ensure that marginalized groups are represented and given a voice in governance. Furthermore, three quarters of respondents indicated that their legal frameworks support social equity mainstreaming. For instance, the establishment of Gender Mainstreaming Committees within governmental ministries in several nations ensures that gender equity is actively pursued in all public sector decision-making processes.

Figure 7. Legal Frameworks to support social equity mainstreaming

Countries like Uganda have implemented an additional strategy by providing equal quotas for disadvantaged groups, including women and the physically challenged, to ensure their representation in public office. This policy ensures their representation in public office, for example, by allocating each district a Woman Member of Parliament, bringing the total number of District Women Representatives to 146.In total, there are 189 Women MPs, including 14 Ex officio Members, constituting 34% of the 11th Parliament[8].This form of affirmative action ensures that women's voices are included in national governance. Similarly, in some countries, women are granted 34% of seats in Parliament as part of permanent constitutional provisions, highlighting the success of gender mainstreaming efforts in fostering political inclusivity.

Additionally, governments have adopted measures such as reserving certain procurement opportunities for marginalized groups. This initiative ensures that disadvantaged members of society have access to government contracts and economic opportunities, thereby empowering them economically and socially.

Efforts to combat **gender-based violence** (GBV) have been essential for advancing social equity. In this regard, **South Africa** has enacted the **Domestic Violence Act**; **Kenya** has prohibited **sexual offenses, domestic violence, and FGM**; **Uganda** has criminalized **sexual assault, rape, and domestic violence**; and **Nigeria** has passed the **Violence Against Persons Prohibition Act**, covering various forms of GBV. Through **awareness creation and social campaigns**, governments and civil society organizations have worked together to raise awareness about the impacts of GBV and to promote a culture of gender equality and non-violence for all individuals, regardless of gender. These campaigns help shift societal attitudes, reducing the incidence of violence and promoting gender equality. Awareness

8 https://www.parliament.go.ug/page/uganda-women-parliamentary-association-uwopa.

efforts are further complemented by legal reforms that aim to protect women and other vulnerable groups from violence and discrimination.

- **Health and Well-being**

Countries have adopted several health-focused initiatives to promote social equity and ensure the well-being of marginalized groups. The introduction of **Universal Health Coverage (UHC)** and the deployment of **Community Health Promoters in rural areas** have significantly improved access to healthcare for underserved populations. Furthermore, legal frameworks are crucial for leveraging Universal Health Coverage (UHC) in many African countries, ensuring efficient, sustainable, and equitable health systems for all populations[9]. These initiatives ensure that even the most remote communities receive essential medical care. Additionally, the **provision of free healthcare services to pregnant women and under-five children** has contributed significantly to reducing maternal and infant mortality rates. In addressing life-limiting illnesses, **cross-generational initiatives in palliative medicine** have been introduced to support patients and their families. **Social exemptions** are also provided to marginalized groups, enabling them to access critical health services without financial barriers. Some countries have taken a further step by **registering all households for mandatory healthcare insurance**, ensuring comprehensive health coverage for all citizens.
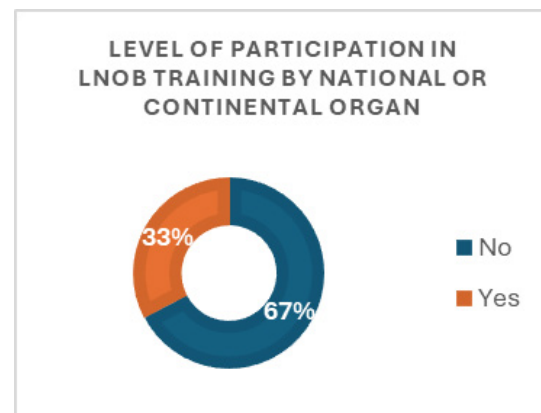
- **Education and Capacity Building**

In the realm of education and capacity building, various initiatives have been introduced to foster social equity. **Training programs on anti-corruption strategies and women empowerment** have demonstrated success in creating a more inclusive society. For example, a study by the United Nations Office on Drugs and Crime (UNODC) in Nigeria found that anti-corruption training programs enhanced women's knowledge and skills, enabling them to play a more active role in their communities[10]. Similarly, **awareness creation on gender roles** and **education on human rights, gender studies, and political participation**—such as the South Sudan Women Leadership Forum—empowers women to advocate for themselves and participate in governance. Furthermore, initiatives that promote **high-quality education** for all, especially in disadvantaged regions, ensure that individuals from marginalized communities are better prepared to participate in the workforce and contribute to national development.

According to Figure 8, only 33% of respondents have participated in LNOB training, indicating a significant gap in awareness and capacity building. This highlights the need for enhanced training initiatives to ensure that LNOB principles are widely understood and implemented.

Figure 8: Level of Participation in LNOB training at national/continental level

- **Economic Empowerment, environmental and sustainability programs**

Respondents emphasized the crucial role of economic empowerment in advancing social equity, particularly by focusing on the empowerment of women and youth. Initiatives such as business development programs for female entrepreneurs and leadership training for youth have significantly contributed to economic growth and social inclusion. One respondent highlighted the success of targeted interventions, stating, "Support for women-owned businesses has increased access to markets and opportunities," illustrating the significant positive impacts of empowering marginalized groups. Other initiatives include cash transfers to informal sector employees impacted by COVID-19 lockdowns, cash benefits to vulnerable community members, and the increased allocation of Constituency Development Funds (CDFs). The establishment of Parliamentary Budget Offices has further enhanced transparency in budget analysis and spending. Additionally, programs aimed at supporting disabled individuals through the provision of specialized equipment have promoted equal opportunities. Furthermore, environmental sustainability efforts, such as Botswana's Biogas digester initiative and the global single-use plastic movement, are also instrumental in fostering inclusive and eco-conscious communities.
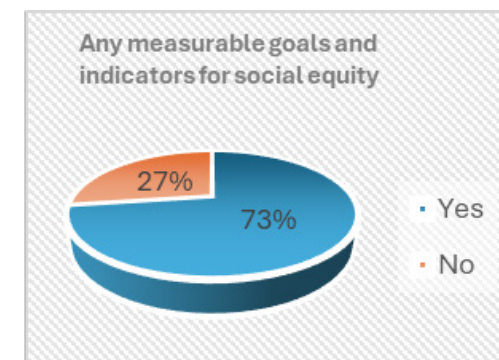
- **Public Administration and Policy**

Respondents discussed reforms focused on promoting social equity. Efforts include the development of strategic reform plans for public administration structures and legislation designed to reduce disparities. Notable examples include Egypt's "**Hayah Karema**" initiative, which focuses on improving the quality of life for disadvantaged groups, and the introduction of the Parliamentary Budget Office for comprehensive budget analysis.

Additionally, the promotion of female leadership, as highlighted by the appointment of the first female Prime Minister, not only symbolizes gender equality but also reflects a broader commitment to embedding measurable social equity goals into policy and governance structures. This is further emphasized by the 73% of respondents (See Figure 9) who have already implemented such goals and indicators, showcasing the strategic efforts to reduce inequities across various regions.

Figure 9: Measurability of Social Equity

- **Cultural and Community Initiatives**

Cultural and community-based initiatives also play a significant role in promoting social equity and supporting vulnerable groups. The celebration of International Women's Day (IWD) 2024 at the Women's Jail at Constitution Hill, a site with deep historical significance, highlights the ongoing struggle for equality and justice. Additionally, other community-driven initiatives, such as cross-generational palliative care programs and various development projects, aim to uplift vulnerable populations by ensuring access to basic services and creating a more inclusive society. These categories cover a broad range of initiatives aimed at promoting social equity, improving public health, empowering marginalized groups, and fostering sustainable development.

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

Respondents argued certain constraints including:

- **Resources**

Limited resources were identified as a major constraint to social equity policies across African countries. Many nations face difficulty in mobilizing the necessary human and financial resources

9 WHO Africa Newsletter Q2_2024.pdf
10 https://www.unodc.org/conig/uploads/documents/Gender_Corruption_Dec2020.pdf.

to implement and sustain inclusive policies. Factors like poverty, economic instability, and reliance on foreign aid can all contribute to this challenge.

The lack of resources is particularly evident in the area of healthcare, while many African countries have incorporated Universal Health Coverage (UHC) into their national health strategies, progress in mobilizing sufficient domestic resources, improving development assistance, and ensuring equitable, high-quality health services with enhanced financial protection has been slow[11]. As a result, less than half of the population in Africa has access to the healthcare services they need[12].
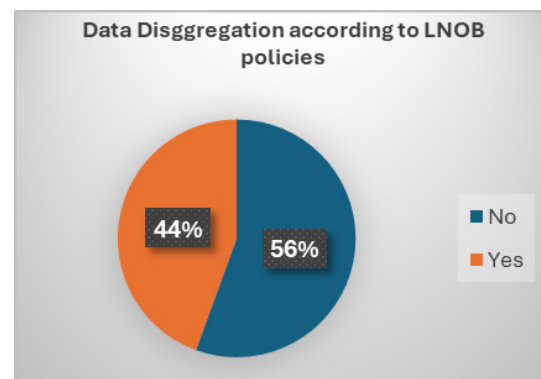
Limited resources can also hinder progress in other areas crucial for social equity, namely education, economic empowerment programs, and social safety nets. To address these challenges, African countries may need to explore innovative financing mechanisms, improve tax collection efficiency, and attract more foreign investment focused on social development.

- **Data availability**

Limited access to accurate and disaggregated data is another critical challenge that hampers the effective targeting of vulnerable populations. Without reliable data, it becomes difficult for governments to identify who is being left behind, tailor programs accordingly, and ensure efficient resource allocation and effective policy implementation. **Data privacy concerns**, such as data security, consent, and the misuse of personal information, can also hinder data collection and dissemination. Additionally, communication challenges between national actors, including lack of coordination, different data standards, and language barriers, can contribute to the problem.

Only 42% of respondents (See Figure 10) have data disaggregated by Leave No One Behind (LNOB) criteria, highlighting a significant data challenge in addressing equity gaps

Figure 10. LNOB Data Disaggregation

As one executive noted, 'Without proper data, it's difficult to know who is being left behind and to tailor programs to reach them.'

- **Infrastructure and connectivity**

Poor infrastructure, particularly in remote and rural areas, presents significant barriers to accessing essential services such as healthcare, education, and social safety nets. **Geographic and accessibility barriers**, compounded by underdeveloped infrastructure, make it challenging for vulnerable populations to benefit from these critical services. Limited access to transportation due to poor roads can prevent people from reaching healthcare facilities or participating in economic opportunities.

Additionally, **language and cultural barriers** further hinder the delivery of critical services. A lack of translated materials or culturally insensitive service providers can create obstacles for marginalized groups in accessing essential services.

This lack of adequate infrastructure also limits the deployment of assistive technologies, which are necessary for

bridging the equity gap. The findings are corroborated by a recent SDGCA study[13] that revealed a disparity in access to quality infrastructure for rural areas and a correlation with higher levels of social exclusion, particularly impacting women and youth.

- **Participation, Engagement and awareness**

Ensuring broad participation and engagement from marginalized communities remains a significant challenge. Many countries have trouble in encouraging inclusive participation, partly due to a **lack of representation**, reluctance among disadvantaged groups to participate, and fear of discrimination. Community leaders play a crucial role in addressing these concerns and promoting participation. Strategies to increase participation and engagement include community-based initiatives, education programs, and communication campaigns that raise awareness about available services and rights. By addressing these challenges and implementing effective strategies, governments and civil society organizations can create a more inclusive and equitable society.

- **Mindset and Behavioural Challenges**

Prevalent mindset and behavioural attitudes within communities and the workforce are significant barriers to social equity. Many individuals demonstrate a poor mindset towards financial independence, often relying on handouts rather than seeking self-sustaining solutions. This dependency culture stifles innovation and entrepreneurship, leading to poverty, social exclusion, and limited economic opportunities. Underlying causes of these mindsets and behaviours may include lack of education, cultural beliefs, or past experiences of discrimination. Additionally, there is resistance to learning and adopting new technologies

or innovative practices, further slowing progress toward inclusive economic participation. In the labour market, many workers show disinterest in engaging at various job levels, preferring limited roles that match their current skills, which constrains the opportunities for skill development and economic mobility.

- **Legislative, Policy and Institutional weakness**

The shortcomings of legal and policy frameworks featured prominently amongst responses from women executives. **Inconsistent and incomplete laws** lead to inconsistencies and loopholes that fail to protect vulnerable populations. **Weak enforcement mechanisms**, due to limited resources and corruption, further undermine these frameworks. Additionally, **limited public awareness and understanding** of legal rights contribute to non-compliance and discrimination. Moreover, social **exclusion and cultural barriers** hinder marginalized groups' access to justice. Finally, **high legal costs** and **geographic barriers** further restrict access to legal remedies for those most in need.

These interconnected obstacles collectively hinder the realization of the LNOB principle. For instance, the **lack of resources** directly affects the ability to improve **infrastructure** and **data systems**, both of which are critical for identifying and supporting marginalized populations. Similarly, **data challenges** impede the monitoring and evaluation of programs, making it difficult to assess the impact of policies on vulnerable groups. Addressing these challenges requires a holistic approach that recognizes the interconnected nature of these issues, ensuring that efforts to improve one area are complemented by progress in others.

11 https://www.worldbank.org/en/topic/universalhealthcoverage/publication/universal-health-coverage-in-africa-a-framework-for-action.
12 https://ahaic.org/download/the-state-of-universal-health-coverage-in-africa/.

13 https://sdgcafrica.org/wp-content/uploads/2021/07/20210721_Full_Report_Final_Web_En.pdf.

Conclusion

In conclusion, promoting social equity through the lens of LNOB is critical for achieving sustainable development in Africa. Social equity contributes to improved economic growth, increased social cohesion, and enhanced environmental sustainability. By ensuring that all individuals have equal opportunities and access to essential services, we can create a more just and prosperous society for all.

This toolkit[14] is an initial effort by African experts to enhance LNOB/Social equity measurability at the national level. The African Peer Review Mechanism can leverage this toolkit to enhance reporting on socio-economic governance policies.

The insights gathered from African female executives highlight both the achievements and challenges in implementing LNOB policies.

Significant progress has been made, but to ensure that no one is left behind, targeted and evidence-based interventions are essential. Governments and development partners must prioritize the development of robust legal frameworks, invest in comprehensive, disaggregated data systems, and expand Universal Health Coverage (UHC), education reforms, and economic empowerment programs.

Furthermore, addressing gaps in resource mobilization, data availability, and community engagement is crucial. Governments should focus on enhancing inclusive policy frameworks, improving data collection mechanisms, and strengthening monitoring and accountability systems. Strengthening gender mainstreaming across all sectors, expanding healthcare and social protection services to marginalized groups, and promoting economic empowerment initiatives for women and youth will be pivotal.

To truly embody the promise of Leave No One Behind, it is essential to foster a culture of transparency and accountability, coupled with active public engagement. Coordinated, transparent, and inclusive efforts are necessary to ensure that the 2030 Agenda and Agenda 2063 are achieved, making the vision of social equity a reality for all.

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14 the toolkit is available in the APRM publication https://aprm.au.int/en/documents/2024-04-08/composite-practical-toolkits-implementation-principles-effe.