

ICSOE 2026

Intergovernmental Committee of Senior Officials and Experts for Eastern and Southern Africa

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From National Development Visions to Implementation:

Advancing the SDGs and Agenda 2063 in Eastern African Countries



Approach and outline

The research question

How are Eastern African countries implementing national development visions, what constraints impede delivery, and which policy measures could help accelerate the achievement of national development goals, the SDGs and Agenda 2063?

1. **National development visions and policy alignment**
2. **From development ambitions to implementation**
3. **Common challenges and opportunities for learning**
4. **Points for reflection and discussion**

Desk review of 14 Eastern African countries

National development plans

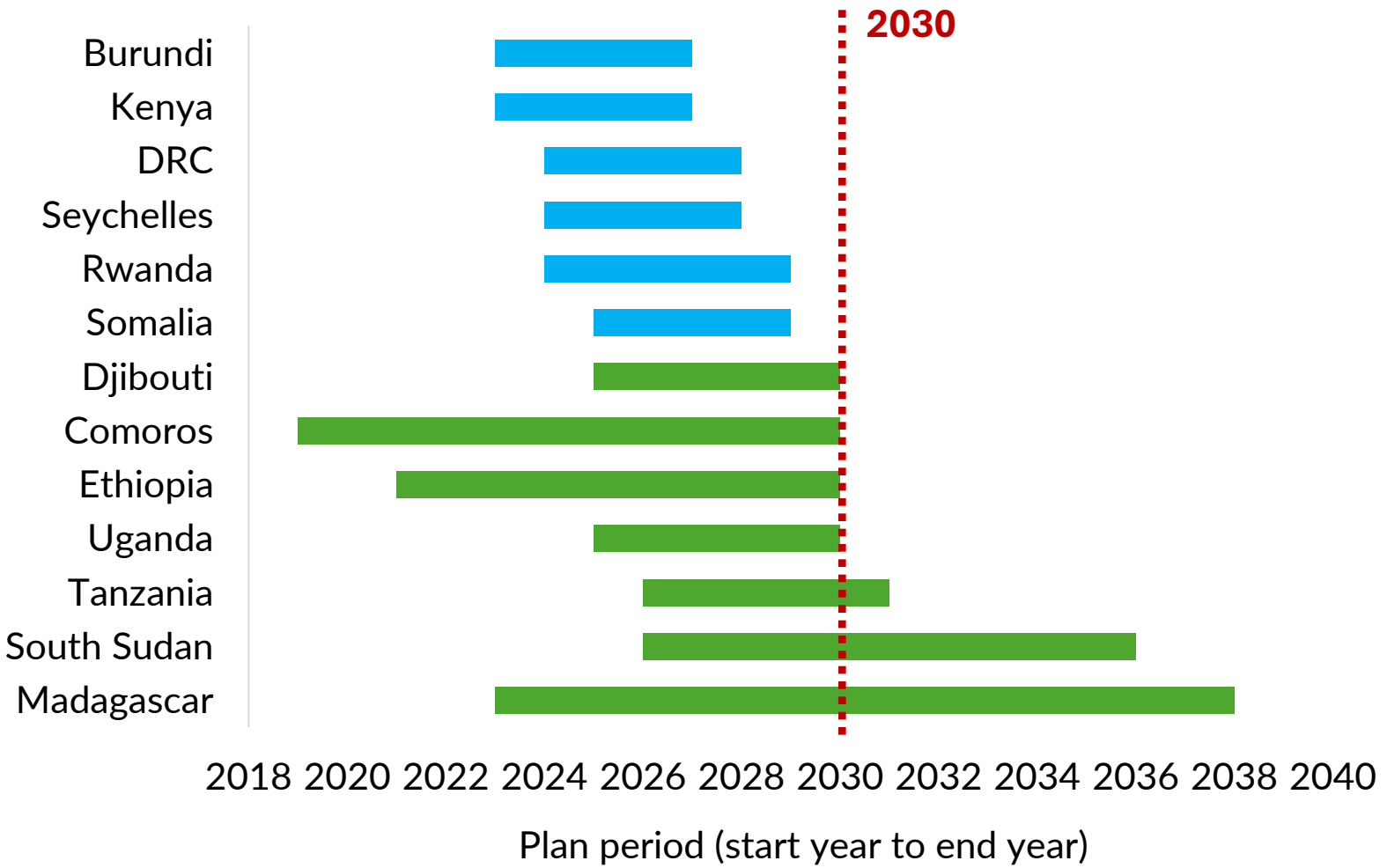
National development plans in force in Eastern Africa

Country	Plan	Period	What the plan aims for
Burundi	National Development Plan (revised)	**2018-2027**	Agribusiness- and industry-led economy by 2040, developed by 2060
Comoros	Plan Comores Emergent 2030	2019-2030	Industry-led economy by 2030; blue economy; 40% renewable capacity
DRC	National Strategic Development Plan	**2024-2028**	A step towards Vision 2050; costed at about USD 94 billion
Djibouti	PND ADEEG	2025-2030	9% growth a year; 10,000 decent jobs a year; poverty below 30%
Eritrea	UN Cooperation Framework	2022-2026	Self-reliance and homegrown growth
Ethiopia	Ten Years Perspective Development Plan	2021-2030	Industry-led shift; manufacturing from 6.9% to 17.2% of GDP
Kenya	Fourth Medium Term Plan	**2023-2027**	Bottom-Up Economic Transformation; growth from 4.8% to 7.2%
Madagascar	Plan Emergence Madagascar	2023-2038	Human capital, growth, environment; food self-sufficiency
Rwanda	National Strategy for Transformation (NST2)	**2024-2029**	Growth of at least 9.3% a year; exports from USD 3.5bn to 7.3bn
Seychelles	National Development Strategy	**2024-2028**	Six priorities, including a transformative economy and climate resilience
Somalia	National Transformation Plan	**2025-2029**	Governance, economy, human capital and climate resilience
South Sudan	South Sudan Development Plan	2026-2036	Peace, jobs, services and less dependence on oil
Tanzania	Fourth Five-Year Development Plan	2026/27-2030/31	Growth of 10.5%; income of USD 1,638 by 2030/31
Uganda	Fourth National Development Plan	2025/26-2029/30	Industrialisation and value addition; growth of 10.13% by 2029/30; 885,000 jobs a year

Source: Compilation from the plan documents. Periods in red end before 2030. Eritrea has no published successor to its 2014-2018 plan.

National Development Plan Periods

Plan periods in 13 countries



Ends before 2030

Runs to 2030 or later

- **Six of the 13 plans end before 2030…**
- Madagascar and South Sudan run to 2038 and 2036.
- Most plans sit within longer visions, from Vision 2030 in Kenya to 2060 in Somalia.

Source: author's compilation from plan documents. Eritrea has no published successor plan.

Where the plans converge within Eastern Africa

Common priorities

- Human capital
- Industrialisation and value addition
- Agriculture and food security
- Climate resilience
- Governance
- Infrastructure
- Trade
- Digital transformation

Alignment with continental and global agendas…

Several governments state alignment

Kenya, Seychelles, South Sudan and Uganda state that their plans align with the SDGs and Agenda 2063. Seychelles reports that its six national priorities cover all 17 SDGs, and Uganda reports high alignment between its national plans and the SDGs.

Human capital receives strong attention

It matches areas of regional progress, including under-five mortality, education equality and immunisation.

Alignment is often asserted rather than demonstrated

Few plans publish a transparent mapping from national objectives and budgets to SDG targets, and plans and reviews use different reporting languages.

Where the plans differ within Eastern Africa

Industry and rural transformation

Industry leads in Ethiopia and Uganda, while Burundi stresses rural transformation.

6.9% to 17.2%

Ethiopia, manufacturing share of GDP by 2030

Trade and digital

Djibouti builds on its position as a logistics hub, and Somalia pairs WTO accession with the digitisation of customs.

USD 3.5bn to 7.3bn

Rwanda, exports

Different starting points

Seychelles and Comoros, as island economies, give more weight to the blue economy and the environment. Governance comes first in Somalia and the consolidation of peace in South Sudan.

Member states report regularly on their commitments

Review	What it reports
Burundi 2026	49% of targets have improved since 2015; civil society puts the share that cannot yet be assessed for lack of data at 35%.
DRC 2026	14.8% of targets are on track, according to the civil society declaration on the review.
Rwanda 2026	Poverty down from 39.8% (2017) to 27.4% (2024); youth unemployment down from 22.7% (2023) to 19.8% (2025); 4G covers 99% of the population.
Somalia 2026	Poverty down from 69.0% (2017) to 54.4% (2022); undernourishment down from 56% to 33%.
Ethiopia 2025	Growth averaged 7.6% over 2016/17 to 2023/24, a period shaped by the aftermath of the 2015/16 El Niño drought and by COVID-19; the safety-net programme supports 9.7 million people; wheat imports were replaced by 2021/22.
Uganda 2024	26.1% of SDG targets on track and 54.2% with limited progress; indicators with data rose from 41 in 2016 to 135.
Kenya 2024	60% of the 168 indicators assessed are progressing; data now cover 168 of 248 indicators.
Eritrea 2024	Second review, on SDGs 4, 5 and 6: schools up from just over 500 in 1991 to 2,351 in 2023; 93% of villages certified open defecation free.
South Sudan 2024	First review presented, so all 54 African countries have now reviewed at least once.

Note: Definitions and reference years differ between reviews, so the figures are not directly comparable (Table A2). The review names link to the main messages and statements.

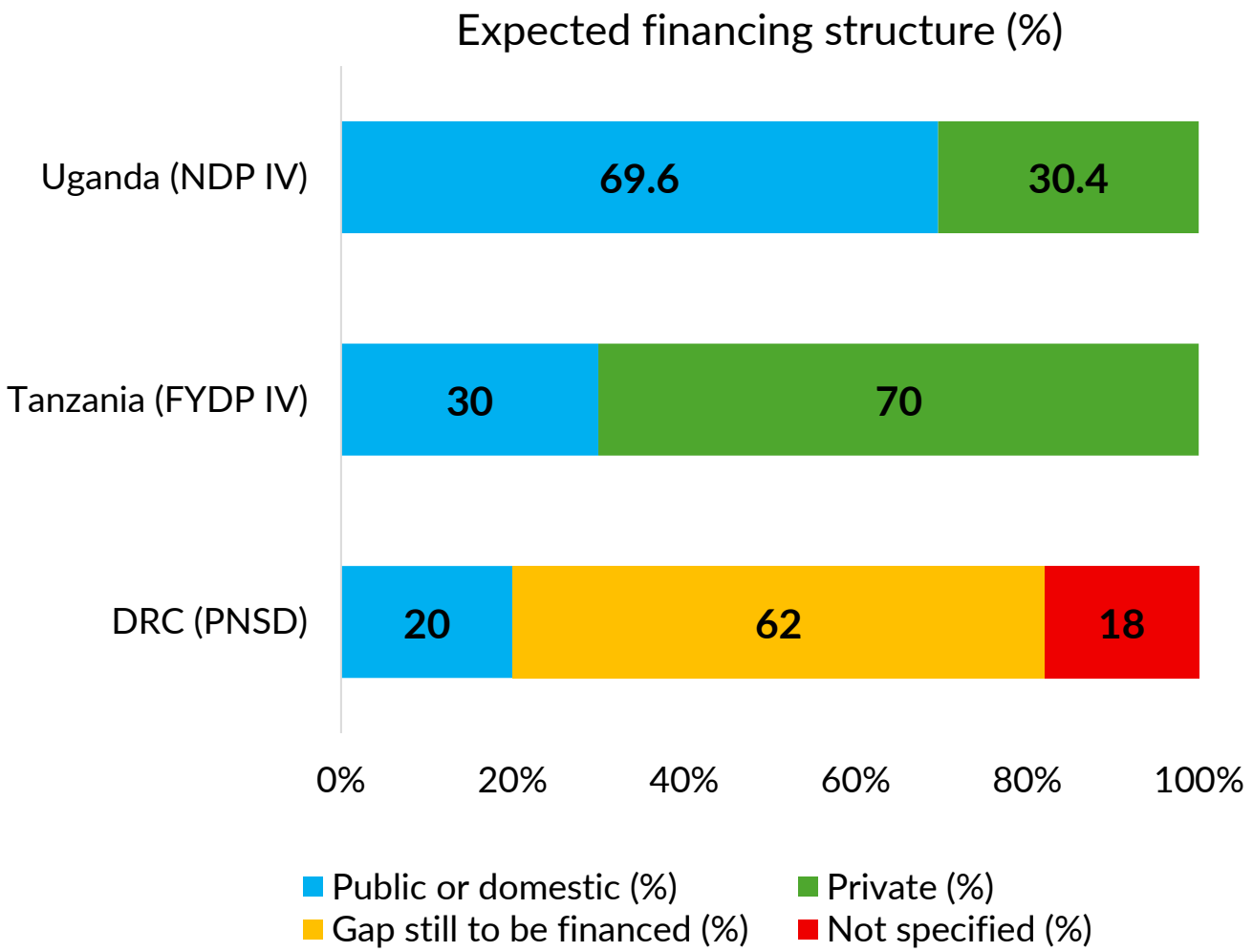
SDG indicators on track in Africa and Eastern Africa

Indicator	SDG target	Africa	Eastern Africa
Prevalence of malnutrition	2.2.2	● On track	○ Not on track
Under-five mortality	3.2.1	● On track	● On track
HIV infections	3.3.1	● On track	○ Not on track
Hepatitis B	3.3.4	○ Not on track	● On track
Inequality indices for education indicators	4.5.1	● On track	● On track
Population covered by a mobile network	9.c.1	● On track	○ Not on track
Protected marine areas	14.5.1	● On track	● On track
Government expenditure related to approved budget	16.6.1	● On track	● On track
Population representativity in public institutions	16.7.1	● On track	● On track
Commitment to public-private and civil society partnerships	17.17.1	○ Not on track	● On track
Dollar value of resources made available to strengthen statistical capacity	17.19.1	● On track	○ Not on track

Indicators on track in Africa, Eastern Africa or both, out of 234. **Sources**: Own Elaboration from SDG progress 2025, ECAStats (2026)

Financing of the development plans

Who is expected to finance the development plans?



- Uganda's plan is costed at about UGX 594 trillion, with 69.6 percent expected from the public sector and 30.4 percent from the private sector. Tanzania expects the private sector to provide about 70 percent of investment needs.
- In the DRC, domestic resources reportedly cover only a small part of the plan's cost and a large share remains to be financed. Djibouti's plan also has a substantial gap, about 42 percent.
- Each structure creates a different dependency: tax effort and debt sustainability in public-led models, investor confidence in private-led models, and external support where sources are not specified.

Source: Own elaboration from Uganda's NDP IV, Tanzania's FYDP IV and the DRC ministerial statement reported by ACP. The DRC figures come from a statement reported in the press, not from the plan document. Tanzania's public share combines the government (22 percent) and public corporation (8 percent) shares.

Institutions for implementation

Arrangements and coordination are strongest when

Responsibility is clear across:

Ministries	Central and local government
Statistical offices	Finance authorities

They are weakest when

- Coordination is ad hoc
- Local actors have limited authority or resources
- Projects are not embedded in regular budgets

For example..

Uganda

An SDG Secretariat works through the national planning structures.

Kenya

National reporting is combined with annual progress reports, and Voluntary Local Reviews are emerging at county level.

Common challenges



1. Gaps in policy coherence and alignment

Objectives and budgets are not always mapped to targets.

Worsening areas often lack quantified targets.



2. Institutions

Responsibilities are fragmented across institutions.

Local and non-State actors are not consistently involved.

Reviews are not tied to budget execution.



3. Financing

Plans often rely on optimistic growth and revenue assumptions.

Large financing shares remain unidentified in some countries.

Financing is not consistently tagged to outcomes.



4. Evidence

Indicator coverage is incomplete.

Plans and reviews use different indicators.

Limited subnational data.

Opportunities for learning and country contexts

Opportunities for learning

- Different approaches offer lessons, without implying that one model should be copied
- Uganda: costing, a published financing split, wider data coverage
- Kenya: annual reporting and local reviews
- Somalia: statistical coverage
- Seychelles and Comoros: linking planning with climate resilience and the blue economy

Different contexts

- A single regional pathway would obscure important differences
- Fragile States: peacebuilding, humanitarian action, climate resilience and basic services
- Small island and coastal States: climate finance and the blue economy
- More diversified economies: productivity, jobs, value addition and fiscal reforms

Points for reflection and discussion

1. How can member states integrate budgeting into their national plans to ensure its implementation? How will it be financed?

2. How can member states strengthen leadership and coordination across planning, finance, sectors, statistics and local government?

3. How can member states use better data and regular national implementation reviews to track their own priorities, and report to the SDGs and Agenda 2063 where useful?

4. How can UNECA best support member states, including through voluntary peer exchange?

ECA support

Countries that wish to can use ECA's Integrated Planning and Reporting Toolkit to map their plans to the SDGs and Agenda 2063, monitor progress and produce integrated reports.



For more information, visit:

https://www.uneca.org/sa-ea-icsoe2026

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