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Proposed programme budget for 2021

Programme planning

Proposed programme budget for 2021

Part IV

International cooperation for development

Section 11

United Nations support for the New Partnership for Africa's Development

Programme 9

United Nations support for the New Partnership for Africa's Development

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* [A/75/50](#).

** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



Foreword

During 2019, the framework for United Nations support for the New Partnership for Africa's Development (NEPAD) underwent significant structural changes. The repositioning of the United Nations development system and the restructuring of the United Nations peace and security pillar began to be implemented. The African Union adopted the constitutive documents of the African Union Development Agency, intended to be a vehicle for the better execution of the African Union Agenda 2063: The Africa We Want. The approval in 2015 of Agenda 2063, Africa's blueprint and master plan for transforming the continent into the global powerhouse of the future, had already set in motion far-reaching changes. The vision of "the Africa we want" introduced a new perspective that highlighted the links between peace, security, economic and social development, human rights and humanitarian assistance. This new perspective has a direct impact on the manner in which United Nations entities provide support to NEPAD in general, as well as, in particular, on this programme, which focuses on overall support to Africa's development. Supporting NEPAD assumes, therefore, a broader significance of upholding the encompassing vision of Agenda 2063.

Against the background of this changing landscape, the programme responsible for ensuring coordinated, coherent and integrated United Nations support for Africa's development needed to adjust its response to the new circumstances. In that regard, an independent assessment of the Office of the Special Adviser on Africa was undertaken in 2018, followed by a functional review, which is currently under way, with the aim of reinforcing its strengths and comparative advantages and addressing its gaps in implementing its mandate. Simultaneously, a United Nations internal review team conducted a review of the United Nations development system at the regional level, aimed at revamping regional structures to better support the implementation of the 2030 Agenda for Sustainable Development. In addition, the Office of Internal Oversight Services conducted an evaluation of the programme. While its report and recommendations had not been formally submitted to the three entities which implement this programme (the Office of the Special Adviser on Africa, the Economic Commission for Africa and the Department of Global Communications) when this proposal was drafted, the discussions triggered throughout the process have already resulted in arrangements and adjustments to the programme's working methods to enable greater coordination and exchange of information among programme entities and an improved understanding of the challenges and opportunities ahead.

In this regard, the current programme proposal might require readjustments once the above-mentioned processes are finalized. But our determination to continue strengthening the United Nations support for Africa's development, particularly in the United Nations decade of action for the Sustainable Development Goals, remains firm.

In 2021, the programme entities will continue to facilitate coherence and coordination of the United Nations system's work in Africa. Greater interface/interaction between the interdepartmental task force on African affairs and regional coordination mechanisms will result in an increase of efficacy and the cross-fertilization of activities. This new approach will also enable the programme to provide added value to the work of other United Nations entities in Africa. In particular, enhanced research and analysis capacities to address gaps and promote interlinkages among the three pillars of the work of the United Nations will contribute to enriching the service that the programme entities provide to other United Nations entities, Member States, African continental, regional and local institutions and the general public. Increased complementarity among the activities and focus of the three programme entities and greater attention towards impact-driven initiatives and projects will lead to more efficient and coherent actions, while leveraging the respective strengths of each of the entities.

These efforts will also benefit the programme's advocacy, communications and awareness-raising activities. A more integrated approach among the three entities will multiply the impact of the programme's overall external engagement and bring key questions to the attention of stakeholders and the public at large. During 2021, the programme's activities will continue to have one overarching goal: to bring to the United Nations the voice of Africa.

(Signed) Bience Gawanas
Under-Secretary-General and Special Adviser on Africa

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 11.1 The Office of the Special Adviser on Africa is responsible for assisting the Secretary-General in coordinating, integrating and aligning United Nations action on the interlinkages among peace, security, human rights and development in Africa, enhancing international support for Africa's development and security and facilitating intergovernmental deliberations on Africa at the global level, in particular those relating to the New Partnership for Africa's Development (NEPAD), which was recently transformed into the African Union Development Agency-NEPAD. The Economic Commission for Africa (ECA) is responsible for promoting the economic and social development of its member States, fostering regional integration and promoting international cooperation for Africa's development. The Department of Global Communications raises international awareness of the economic, political and social situation in Africa, as well as of the efforts made by Africa, the United Nations and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of NEPAD and the achievement of the Sustainable Development Goals. The mandates of the Office of the Special Adviser, ECA and the Department of Global Communications derive from the priorities established in relevant resolutions and decisions, including General Assembly resolutions [57/7](#), [57/300](#) and [66/293](#) and Economic and Social Council resolution 671 A (XXV).
- 11.2 There is a continuing need for greater coherence and synergy in the work of the United Nations on Africa, including more coherent and integrated analysis of and responses to issues that straddle the areas of peace, security and development in Africa, consistent with the Secretary-General's vision of cross-pillar coherence and proactive prevention. There is also a continuing need for African efforts, instruments and priorities to be sufficiently promoted and supported and for United Nations and other international efforts in Africa to be consistently aligned with the priorities of African Member States.

Strategy and external factors for 2021

- 11.3 In the context described above, the three entities responsible for the implementation of the programme will continue to support Africa's development through coordinated and complementary action in five areas: support to Member States; monitoring and evaluation; communication and advocacy; coordination; and addressing the gaps.
- 11.4 More closely integrated research and analysis, and the development of policy proposals that take into full account the interlinkages among the peace and security, development and human rights pillars and that will mainstream gender and youth issues, given the demographics of the continent, will enable decision-making processes to take into account their reciprocal impact and address existing and potential gaps in the efforts of the United Nations and the international community.
- 11.5 The monitoring of commitments and activities undertaken by African Governments and their international partners, including the United Nations system, focusing on the implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 and the evaluation of their impact, will promote mutual accountability and help accelerate the achievement of the Sustainable Development Goals and the aspirations of Agenda 2063.
- 11.6 Coordination efforts will draw on the results of the analysis, monitoring and evaluation activities conducted within the framework of the programme. They will facilitate coherence, foster complementarity, avoid duplication and align the United Nations system's and other international stakeholder's approaches with the perspectives of African Member States.

- 11.7 Support to Member States will seek to strengthen African Member States' capacities to implement and monitor the implementation of the 2030 Agenda and Agenda 2063 and facilitate their participation in various intergovernmental processes, as well as promote the integration of African perspectives into intergovernmental discussions in different areas.
- 11.8 Communication and advocacy activities will leverage the efforts undertaken under the other lines of action to amplify African and international voices and positions and help mobilize increased support for Africa's development, and develop global communications strategies on priority issues affecting Africa, in particular in the light of the United Nations decade of action.
- 11.9 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) There is continued financial and technical support from the international community for Africa's sustainable development;
 - (b) There is continued active engagement of United Nations entities in the revitalized interdepartmental task force on African affairs and engagement by Member States in the Africa Dialogue Series;
 - (c) There is continued operationalization of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, as well as the African Union-United Nations Framework on Human Rights, as the principal means of institutionalizing cooperation between the two organizations;
 - (d) Organizations working on African development issues and the African Union are committed to the implementation of joint activities and programmes in support of Agenda 2063, the 2030 Agenda and NEPAD.
- 11.10 The Programme integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the Office of the Special Adviser incorporates a gender perspective in all the analytical and policy documents it produces, with a particular focus on the relevance of peace, security and development issues for women and girls' empowerment and, as part of its advocacy activities, organizes specific events focusing on women's rights and the challenges that women face in their efforts to promote their countries' sustainable development. The Office also actively participates in and co-organizes side events on gender and women's empowerment issues with its strategic partners during the annual sessions of the Commission on the Status of Women that take place at United Nations Headquarters. Under subprogramme 2, the deliverable relating to guidelines on mainstreaming cross-cutting issues into the work of the Regional Coordination Mechanism for Africa clusters includes principles and guidance on ensuring that gender concerns are integrated across the various clusters in respect of the development and delivery of United Nations support for the implementation of the priorities of the African Union and the African Union Development Agency, including the push for gender-disaggregated statistics. Moreover, the annual session of the Regional Coordination Mechanism for Africa will have at least one panel discussion dedicated to gender issues, and gender balance will be ensured in the composition of the panel. Finally, under subprogramme 3, the Department of Global Communications promotes gender equality and women's empowerment by producing and disseminating communications products, including *Africa Renewal* magazine, that focus on women and gender equality and by promoting a balanced presence of women and men in all of its multimedia products, promotional campaigns and events. The Department also attempts to counter gender stereotypes and discrimination against women by offering a wide range of alternative perspectives and making sure that women's voices are given prominence in its products, communication campaigns and events.
- 11.11 With regard to cooperation with other entities, the three entities that implement the programme will continue to work closely with African Union institutions as a main partner, including the African Union Commission, the African Union Development Agency-NEPAD, the African Peer Review Mechanism and the African regional economic communities, among others. In addition, the Office

of the Special Adviser on Africa, the Economic Commission for Africa and the Department of Global Communications will continue to promote partnerships with an array of Member States, international organizations and civil society, private sector, academic and other external stakeholders to enhance common approaches and synergies in their efforts to support Africa's development.

- 11.12 With regard to inter-agency coordination and liaison, the interdepartmental task force on African affairs will continue to serve as an instrument to facilitate consensus and foster the complementarity and coherence of the efforts that United Nations entities undertake to support Africa's development. In particular, the task force, as the main platform for coordination at the Headquarters level, will seek complementarities with the regional coordination mechanisms of United Nations entities in the field to promote the coherence and efficiency of United Nations actions, as well as to ensure their alignment with the global communications strategies of the United Nations. This complementarity will also be enhanced by an increased engagement with the Development Coordination Office that will result in a greater involvement of the resident coordinator system in the programme activities.

Legislative mandates

- 11.13 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

57/300	Strengthening of the United Nations: an agenda for further change	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
66/293	A monitoring mechanism to review commitments made towards Africa's development	70/1	Transforming our world: the 2030 Agenda for Sustainable Development

Economic and Social Council resolution

671 A (XXV)	Establishment of an Economic Commission for Africa
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Security Council resolutions

1197 (1998)	Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace	2033 (2012) 2282 (2016)	United Nations-African Union cooperation Review of the United Nations peacebuilding architecture
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Deliverables

- 11.14 Table 11.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 11.1

Cross-cutting deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	5	5	5	5
1. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Fifth Committee	1	1	1	1
4. Meetings of the Economic and Social Council on items related to Africa's development	2	2	2	2

Evaluation activities

- 11.15 The following evaluations completed in 2019 have guided the programme plan for 2021:
- (a) Under subprogramme 1, a self-evaluation, conducted by an independent contractor, of the Office of the Special Adviser on Africa;
 - (b) Also under subprogramme 1, regular, mandated evaluations of the programme by the Office of Internal Oversight Services.
- 11.16 The findings of the evaluations referenced above have been considered for the programme plan for 2021, providing key insights that have been instrumental in addressing the weaknesses and reinforcing the strengths of the previous strategic planning conducted by the Office of the Special Adviser, leading to an increased interrelation within the different components of the strategy and an enhanced results- and impact-based focus, as shown in the section on strategy below. Although the formal reports of the evaluations referenced above were issued during the later stages of the preparation of this proposal and therefore their findings have not been fully integrated into the programme plan for 2021, the preliminary conclusions of the evaluations facilitated the identification of common areas of action for the three subprogrammes and complementarities between their activities, leading to increased coherence in programme planning as shown in the preceding section on strategy and external factors for 2021. Furthermore, the analysis of the impact of the Office's activities and their shortcomings has directly affected the types of performance measures proposed for 2021, thereby increasing the effectiveness of the results-based approach.
- 11.17 For 2021, the Office of the Special Adviser will conduct a self-evaluation of its global advocacy activities, in particular its role as co-organizer of the Tokyo International Conference on African Development.

Programme of work

Subprogramme 1

Coordination of global advocacy of and support for the New Partnership for Africa's Development

Objective

- 11.18 The objective, to which this subprogramme contributes, is to promote the effective implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 through coherent, integrated and effective United Nations system engagement and partnership with African Member States.

Strategy

- 11.19 To contribute to the effective implementation of the 2030 Agenda and Agenda 2063 through coherent, integrated and effective United Nations system engagement and partnership with African Member States, the subprogramme will support the efforts of the Secretary-General to increase the coordination and coherence of the United Nations system in its support to Africa, in particular by acting as the focal point for NEPAD and Agenda 2063 at Headquarters, leading the interdepartmental task force on African affairs and coordinating the monitoring and evaluation of United Nations system support for Africa's development. These actions are expected to result in a strengthened cooperation with the African Union within the framework of United Nations-African Union partnerships, a more coherent and integrated approach of United Nations system support for Africa and increased complementarity of the activities taken by the United Nations and the African Union in support of the implementation of the 2030 Agenda and Agenda 2063. Past results in this area include the comprehensive overview of United Nations system support to Africa provided by the annual report to the Committee for Programme and Coordination, and the high-level events organized to bring NEPAD and Agenda 2063 priorities to Headquarters, such as the Africa Day side event held during the high-level political forum on sustainable development's review of the implementation of the Sustainable Development Goals.
- 11.20 The subprogramme will also support African Member States in their participation in intergovernmental processes, in particular with regard to debates of United Nations bodies, and provide assistance to intergovernmental deliberations on Africa, will follow up on global summits and conferences related to Africa and will coordinate the monitoring and evaluation of the international community's commitments to support Africa's development, including the private sector and civil society. These actions are expected to result in increased participation of African Member States in United Nations bodies, stronger alignment of intergovernmental discussions with African countries' priorities, more coherent outcomes of intergovernmental processes that are evidence-based and take into account the mutual impact of peace and development in Africa and greater accountability of international stakeholders. Past results in this area include the Office of the Special Adviser's support to the three African Member States of the Security Council during the deliberations that led to Security Council resolution [2457 \(2019\)](#) on silencing the guns in Africa by the year 2020, as well as the reports of the Secretary-General on the implementation of the NEPAD agenda and the review of the implementation of commitments made towards Africa's development.
- 11.21 The subprogramme will also conduct research and analysis activities and initiate reports on critical new, emerging and cross-cutting issues affecting Africa, in particular those related to the interlinkages between peace and development, as well as manage knowledge created by think tanks, academia and other stakeholders in those issues. These actions are expected to result in an increased capacity by the United Nations system and the international community to address gaps and provide a more integrated response to challenges affecting Africa's development. Past results in this area include the contributions provided by the Office of the Special Adviser on Africa to the preparation of the United Nations strategies on the Sahel and the Horn of Africa, which have underlined the impact of interdependent factors, and the annual report of the Secretary-General on the causes of conflict in Africa as well as other reports, such as the report the Office prepared in partnership with the Organization for Economic Cooperation and Development and the Brookings Institution on the role of pension funds in financing Africa's infrastructure.
- 11.22 The subprogramme will further contribute to and develop a communications and global advocacy strategy in coordination with subprogramme 3, and continue to promote global advocacy in support of NEPAD and Agenda 2063, particularly through the Africa Dialogue Series. These actions are expected to result in an increased awareness and understanding by the international community of the priorities of the African Union and African countries, as well as an increased integration of their perspectives into global debates. Past results in this area include the 2019 Africa Dialogue Series, which provided a platform to discuss the challenges triggered population displacements in Africa at the United Nations, high-level events on the sidelines of major United Nations conferences such as the Commission on the Status of Women and the Economic and Social Council Youth Forum and the

Office's participation in high-profile public events such as the launching of the "Foresight Africa" reports, the Tokyo International Conference on African Development, the Forum on China-Africa Cooperation and the Global Forum on Childhood Pneumonia.

Programme performance in 2019 against planned result

- 11.23 A planned result for 2019, which is increased international community support for Africa's development, in general, and for NEPAD, in particular, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by the meeting of the target of 170 activities in support of Africa's development carried out both by the United Nations system and by the international community and their enhanced alignment with Africa's priorities. For example, during the seventh Tokyo International Conference on African Development, the Office of the Special Adviser organized a side event on the African Union theme of the year, based on the results of the African Dialogue Series 2019, which contributed to boosting global support for the priorities of the African Union. In that regard, in the margins of the 2019 general debate of the General Assembly, the Office organized, in cooperation with Finland, a working dinner on the topic "Silencing the guns in Africa", which contributed to the generation of support by the international community for the 2020 African Union theme of the year and of various activities that could be undertaken within the framework of the United Nations to accompany and support the efforts of the African Union. Furthermore, during 2019, the Office continued to contribute to the implementation of the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, which has resulted in a significant increase in joint cooperation in support for Africa's development.

Programme performance in 2019: Africa's peace, security and development to the forefront of the global agenda

- 11.24 Since its inception well over a decade ago, Africa Week has provided an informal platform to explore and promote critical debates on issues related to Africa's peace, security, human rights, humanitarian and sustainable development issues. Leveraging the convening power of the United Nations, the Office of the Special Adviser on Africa capitalized on all its resources and partnerships to keep the spotlight on African issues and to amplify African voices during one week at the United Nations. In 2018, the Office launched a review of Africa Week aimed at echoing the African Union's priorities and at increasing the event's impact beyond United Nations Headquarters in New York. The main goal was to strengthen the capacities of and support for the priorities of the African Union and African Member States through the Office's advocacy mandate, in the context of the Secretary-General's call to support multilateralism and the role of regional organizations as enshrined in the Charter of the United Nations. As part of the changes, the event was renamed the Africa Dialogue Series to serve as a global platform focusing on current and emerging issues facing Africa and promoting high-level advocacy for Africa's peace, security and development. Furthermore, the Office decided that the focus of the Africa Dialogue Series would always be the theme of the year of the African Union, so that the event could galvanize support to priorities identified throughout the year, thus strengthening the partnership between the United Nations and the African Union. Finally, the date of the event was changed to match the celebration of Africa Day (25 May), increasing the global projection of the Africa Dialogue Series. It has also proved to be a highly interactive event inclusive of a wide range of participants, including high-level representatives of Member States and African regional and subregional organizations, academia, youth and women.
- 11.25 Against the backdrop of the African Union declaring 2019 to be the Year of Refugees, Returnees and Internally Displaced Persons: towards durable solutions to forced displacement in Africa, the Office leveraged the convening power of the Africa Dialogue Series to bring Member States, scholars, United Nations entities and African institutions together to discuss ways to address the challenge that the situation of refugees poses for African countries and advocated for the inclusion of this approach in relevant frameworks and development plans. In that regard, the Africa Dialogue Series

2019 showcased intra-African solidarity in dealing with refugees on the continent, highlighted the need to build resilience and preserve humanitarian space and advocated for the participation of refugees and internally displaced persons in relevant development projects and their access to national services in countries of origin, countries of transit and refugee-hosting countries. The Africa Dialogue Series 2019 created a platform to help advocate for the work of the Office of the United Nations High Commissioner for Refugees and other United Nations agencies and development partners, providing technical, financial and programming support to refugee-hosting countries, which eventually culminated in the Global Refugee Forum held in Switzerland in December 2019.

Progress towards the attainment of the objective, and performance measure

- 11.26 This work contributed to the effective implementation of the 2030 Agenda and Agenda 2063 through coherent, integrated and effective United Nations system engagement and partnership with African Member States, as demonstrated by its significant contribution to mobilizing global advocacy towards responding to the African Union's call upon the international community to support Africa as it deals with the unprecedented challenging situation of more than 0.5 million asylum seekers and some 5.5 million internally displaced persons, and by the increased level of awareness of the African Union's priorities through increased engagement by the United Nations and its Member States with key stakeholders from the African Union Commission, the regional economic communities, civil society, think tanks, philanthropic organizations, the private sector and the media. As shown in table 11.2, the strategic choices made for the themes of the Office of the Special Adviser's major global advocacy event contributed to highlighting critical issues for Africa's development for each of the performance years, providing a platform to facilitate coherence among United Nations stakeholders and promoting the adoption of recommendations and commitments for whose implementation they would be held accountable. For instance, the table shows that, as early as October 2015, shortly after the passage of the 2030 Agenda for Sustainable Development, the Office of the Special Adviser brought the United Nations system and African regional and subregional institutions together for pragmatic actions towards the joint implementation of the two Agendas. The early work undertaken at these stages as well as the emphasis on partnerships and alignment with the African Union vis-à-vis regional priorities have also contributed over time to the adoption of the joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development.
- 11.27 A final case in point is the Africa Dialogue Series 2019, which contributed to bringing attention to the root causes of forced displacement in Africa at a moment when the international community was focused on migration as a consequence and a challenge for some regions but had failed to look at the issues that were triggering displacement, which is the only way to achieve a sustainable solution. The alignment with Africa's priorities represented by the Africa Dialogue Series 2019 provided a platform for the African Union, African Member States and partners to echo and to contribute to the discussions held at the African Union on the African Union theme of the year from a United Nations perspective. In that regard, the Africa Dialogue Series 2019 placed a strong emphasis on the need to ensure that the human rights of refugees, returnees and internally displaced persons were upheld and respected. Furthermore, the Africa Dialogue Series 2019 advocated for more international cooperation and solidarity, with shared responsibilities in addressing forced displacement in Africa, and helped ensure that the United Nations system at large and Africa's development partners realized the need to change the way they respond to refugee crises in Africa so that African countries dealing with high rates of forced displacement could better cope with their realities and better prepare for future challenges by building resilience. Finally, in highlighting the fundamental link between addressing the plight of refugees, returnees and internally displaced persons and successfully implementing the 2030 Agenda and Agenda 2063 in Africa, the Africa Dialogue Series 2019 showcased effective advocacy by drawing attention to the challenges and opportunities faced by the continent in addressing this unprecedented situation.

Table 11.2
Performance measure

2015	2016	2017	2018	2019
After adoption of the 2030 Agenda, the Office of the Special Adviser organized its global event under the theme “Agenda 2063 and 2030 Agenda for Sustainable Development: moving from aspirations to reality”, thus putting the focus on the African Union’s and African Member States’ development agenda and its complementarity with the recently adopted global development agenda	In view of the success of the approach in 2015, in consultation with partners, the Office of the Special Adviser focused the attention of United Nations stakeholders on “Strengthening partnerships for inclusive sustainable development, good governance, peace and stability in Africa”. The theme not only pointed at a priority of the African Union and African Member States, but also was linked to the Office’s reporting activities and eventually contributed to creating a momentum that resulted in the signing of the United Nations-African Union partnerships on peace and security and on development in the following two years	Based on the successful impact of aligning the focus of the Office of the Special Adviser’s mandate with the theme of its main global advocacy event, the Office selected, in consultation with stakeholders, the issue of “Addressing the climate change – migration linkages and its implications for peace and security in Africa” as a way to leverage its mandate to address gaps and highlight emerging issues. The discussions also helped to multiply the momentum created by the entry into force of the Paris Agreement at the end of 2016 by promoting discussions on the impact of climate change in Africa	In 2018, the Office of the Special Adviser readapted its global advocacy event by increasing the role of the African Union and African Member States as main beneficiaries. As a result of a thorough review of the previous events and its results, a change in structure and strategy was implemented that resulted in an enriched debate under the theme “A stronger African Union-United Nations partnership for peace, security and development in Africa”, which followed up on the events of previous years and provided an opportunity for review and stocktaking through a debate by incorporating, for the first time, scholars and non-traditional actors into the debate, which contributed to strengthened advocacy for Africa’s peace, security and development priorities	The decision to select “Towards durable solutions forcibly displaced persons in Africa” as the theme of the year was a substantial step forward in bringing Africa’s peace, security and development priorities to the forefront of the global agenda. By deciding to adopt the African Union theme of the year, stakeholders’ ownership increased, contributing to multiplying the impact of debating on the African Union and African Member States’ priorities in the United Nations

Planned results for 2021

Result 1: delivering coherently and effectively for Africa's peace and development (result carried over from 2020)

- 11.28 The subprogramme will continue the work related to the interlinkages among Africa's sustainable development, human rights and peace and security agenda in the context of the African Union's flagship initiative on "Silencing the Guns", in line with its coordination, monitoring, analysis and global advocacy mandate. In particular, the implementation of the reviewed methodology for the United Nations monitoring mechanism to review commitments made towards Africa's development will provide real-time updated information that will facilitate the strengthening of coherence and coordination among relevant stakeholders. Furthermore, the Africa Dialogue Series will be consolidated as the main forum for discussion of African issues at the United Nations. A forum of scholars from Africa and the African Diaspora, as part of the Africa Dialogue Series, will put a particular focus on young researchers and aim to bridge the gap between policy and decision-making and research. Overall, the Office will continue to advocate for support to Africa's sustainable development and peace, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 11.3

Performance measure

2017	2018	2019	2020	2021
N/A	<ul style="list-style-type: none"> • No access by stakeholders to knowledge network • Africa Dialogue Series: access by stakeholders to inaugural series highlighting key policy issues facing Africa from the lens of the linkages among sustainable 	<ul style="list-style-type: none"> • Access by Member States to limited data on the pledges and delivery of financial commitments made to bring about peace and development in the Sahel region • Stakeholders use the knowledge network established by the Office of the Special Adviser to share information and synthesized summaries addressing social, 	<ul style="list-style-type: none"> • United Nations monitoring mechanism: access by Member States to enhanced and cutting-edge data on the allocation and flow of commitments, allowing the international community to eliminate major duplications and overlaps and speed up delivery where it is needed most • Up-to-date evidence-based policy decisions by all stakeholders 	<ul style="list-style-type: none"> • United Nations monitoring mechanism: implementation of the new methodology • Up-to-date evidence-based policy decisions by all stakeholders

development, peace
and security

developmental and
security-related
vulnerabilities of
the Sahel region

- Africa Dialogue Series: stakeholders use the Series as an interactive policy dialogue platform for cutting-edge thinking on the efforts of the United Nations and the international community on the Sahel region

- Africa Dialogue Series: the Series is fully functional as an inclusive and interactive forum for a broad range of stakeholders, where they share experiences and help fine-tune a coherent approach to re-establishing peace and security in the Sahel region

- Africa Dialogue Series: the Series continues to be a critical analytical global advocacy tool aligned with the themes of the African Union and issues of relevance to Africa's peace, security, human rights and sustainable development. The Series enhances the visibility of these issues and contributes to solutions based on key turning points, such as Africa Day and the General Assembly debate on Africa's development

Abbreviation: N/A, not applicable.

Result 2: amplified African voices at intergovernmental processes (new result)

- 11.29 Small permanent missions do not always have the capacity to participate fully in all intergovernmental processes. As a consequence, despite Africa being one of the main focuses of United Nations action and debates, the voices of African countries and the African Union do not always feature in the discussions. Since its establishment, the Office of the Special Adviser on Africa has strived to help address this situation by aligning its activities with the African Union's priorities, providing complementary platforms for Africa-focused discussions and making its technical expertise available to African countries.
- 11.30 For example, since the adoption of the 2030 Agenda for Sustainable Development, the high-level political forum for sustainable development has been undertaking annual reviews of its implementation, coinciding with the high-level segment of the Economic and Social Council. The Office of the Special Adviser has identified areas where African Member States could benefit from its technical expertise and from additional platforms to hold more in-depth discussions. For example, the Office responded to an initial request by African Member States during the 2016 Africa Regional Forum on Sustainable Development to provide them with a platform at Headquarters in New York that would allow them to share experiences and best practices. This practice has been institutionalized in collaboration with the strategic partners of the Office, including the African Union, the United Nations Development Programme and the Economic Commission for Africa in the form of "Africa Day at the high-level political forum". This practice has since become a vehicle

for a peer-learning exercise that allows African Member States and others to be better prepared for their voluntary national reviews, raise awareness on Africa's development trajectory, mobilize support, open channels of communication with key development partners (which enables them to make better use of the official high-level political forum processes), and ensure that Africa's priorities remain at the top of the implementation agenda of the global development system.

- 11.31 Based on the positive response of African Member States, the Office has created other Africa-focused platforms as side events of other major United Nations meetings, such as the Commission on the Status of Women and the Economic and Social Council Youth Forum. Furthermore, in 2019 the Office started to provide, in cooperation with the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, briefings to the African Member States that are non-permanent members of the Security Council to better inform their participation in the Council's discussions through the perspective of the interlinkages between peace and development. In 2020, the Office initiated a project on strengthening the capacity of African countries to implement policies that interlink humanitarian, development and peace and security aspects. The project seeks to further strengthen African countries' capacities to design and implement integrated policy responses and will feed into the process of preparation of the fifth United Nations Conference on the Least Developed Countries to support the inclusion of an integrated approach into the intergovernmental discussions. In that regard, in 2021, the Office of the Special Adviser and its strategic partners, which include the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, the Group of African States, ECA and the United Nations Conference on Trade and Development (UNCTAD), will organize a consultative meeting and provide technical support to the negotiations assisting African least developed countries in formulating their common policy positions, as was done during the negotiations for the 2030 Agenda for Sustainable Development.

Internal challenge and response

- 11.32 The challenge for the subprogramme was to create a platform which would allow for thorough interaction among African Member States while at the same time not distracting from or competing with the official programme of work of the high-level political forum. In partnership with the Permanent Observer Mission of the African Union to the United Nations, the Office has so far organized half-day workshops prior to the beginning of the official forum process. Another challenge was insufficient opportunities for interaction that would allow knowledge-transfer and information-sharing, which would enhance the technical capacity of African Member States to provide input to intergovernmental discussions to ensure that their perspectives and specific interests were taken into account and reflected in the outcome documents of the forum. In response, the subprogramme will take into account the growth in the number of African Member States presenting their voluntary national reviews and will organize a workshop ahead of the official programme of work of the forum that will provide African Member States ample opportunity to engage in informal, yet substantive, interactions on the themes of the high-level political forum and to receive technical support from the Office to streamline their participation in voluntary national reviews. The Office will also increase the number of briefings to Member States and make technical information and knowledge available to them through policy briefs and factsheets to facilitate their participation in other United Nations bodies, such as the Economic and Social Council or the Peacebuilding Commission. The Office will work with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, ECA and UNCTAD to introduce an integrated approach that takes into account the mutual impact of peace and development as part of the discussions of the fifth United Nations Conference on the Least Developed Countries.

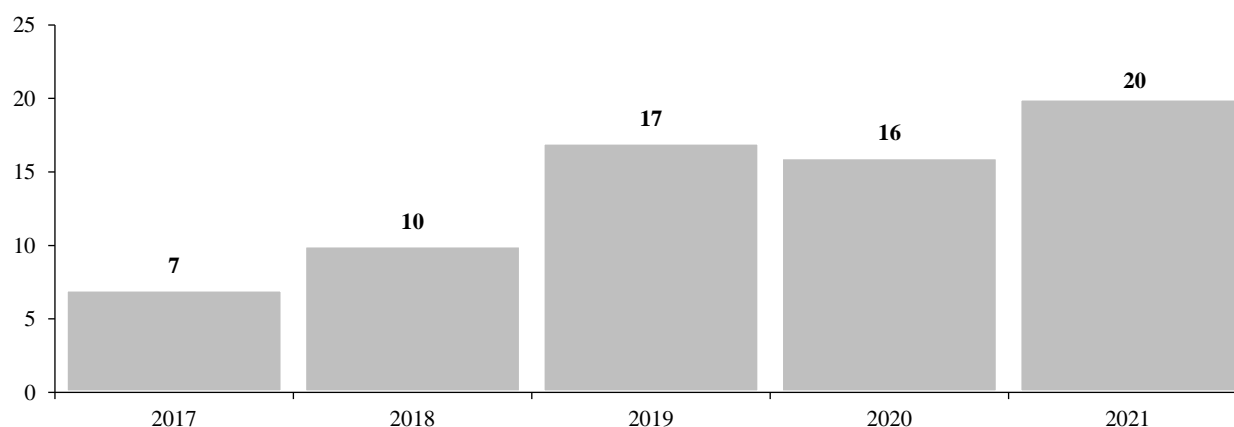
Expected progress towards the attainment of the objective, and performance measure

- 11.33 This work is expected to contribute to ensuring the effective implementation of the 2030 Agenda and Agenda 2063 through coherent, integrated and effective United Nations system engagement and partnership with African Member States, which would be demonstrated by 20 African Member States participating in the voluntary national review process and using the platform provided by the Office

of the Special Adviser and its strategic partners. Furthermore, it is expected that African Member States will increase their participation in intergovernmental discussions for a better understanding by the United Nations membership and the international community at large of the challenges and opportunities that African Member States face in implementing the Sustainable Development Goals and the 2063 Agenda, using the experience gained through continued interactions with and experience in sharing the platforms provided by the Office of the Special Adviser on Africa. This will lead to the inclusion of African countries' perspectives in official forums and conferences, including but not limited to the forthcoming fifth United Nations Conference on the Least Developed Countries, where a new programme of action for those countries to succeed the Programme of Action for the Least Developed Countries for the Decade 2011–2020 is expected to be adopted, as well as increased capacity by the United Nations system to analyse and address gaps in its actions, enabling the cross-fertilization of its work in order to better service African Member States' sustainable development, peace and security and human rights needs and priorities.

Figure 11.I

Performance measure: annual number of African countries participating in voluntary national reviews



Legislative mandates

11.34 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

53/92	The causes of conflict and the promotion of durable peace and sustainable development in Africa	70/262	Review of the United Nations peacebuilding architecture
63/1	Political declaration on Africa's development needs	71/254	Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027
65/1	Keeping the promise: united to achieve the Millennium Development Goals	73/335	New Partnership for Africa's Development: progress in implementation and international support
66/288	The future we want		
67/293	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa	73/336	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
67/294	New Partnership for Africa's Development: progress in implementation and international support		

Deliverables

- 11.35 Table 11.4 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.4

Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert groups				
Parliamentary documentation (number of documents)	3	3	4	3
1. Report of the Secretary-General to the General Assembly on the New Partnership for Africa's Development	1	1	1	1
2. Report of the Secretary-General to the General Assembly on the causes of conflict and the promotion of durable peace and sustainable development in Africa	1	1	1	1
3. Biennial report of the Secretary-General to the General Assembly on the review of the implementation of commitments towards Africa's development	–	–	1	–
4. Report of the Secretary-General to the Committee for Programme and Coordination on the United Nations system support for the New Partnership for Africa's Development	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	–	2	2
5. Workshops on Africa's sustainable development, peace and security	–	–	2	2
Publications (number of publications)	1	1	1	–
6. Publication on strengthening regional conflict-prevention capabilities in Africa	1	1	–	–
7. Publication on the review of commitments made towards Africa's development	–	–	1	–
Technical materials (number of materials)	6	6	9	11
8. Reports on Africa's sustainable development, peace and security	4	4	5	6
9. Policy briefs	2	2	4	5
C. Substantive deliverables				
Consultation, advice and advocacy: coordination of the interdepartmental task force on African affairs; research, analysis, advice and advocacy for internal and external stakeholders; follow-up on the outcomes of the seventh Tokyo International Conference on African Development; support for informal meetings of Member States on Africa-related issues; panel discussions and briefings to Member States, with a particular focus on the Group of African States, involving other stakeholders, including the private sector, academia, think tanks and civil society, on current and emerging issues regarding sustainable development, peace and security, and human rights in Africa; consultations related to the United Nations monitoring mechanism to review commitments made towards Africa's development; follow-up to major United Nations conferences; Africa Dialogue Series as a global policy dialogue platform.				
Fact-finding, monitoring and investigation missions: missions related to the operationalization of the United Nations monitoring mechanism as well as the preparation of parliamentary documentation and technical materials related to sustainable development, peace and security, and human rights of African Member States.				
Databases and substantive digital materials: updates on policy developments; online knowledge repository/dashboard/toolkits; update and maintenance of a database of African think tanks and non-governmental organizations.				
D. Communication deliverables				
Outreach programmes, special events and information materials: awareness-raising events, toolkits and pamphlets on sustainable development, peace and security, and human rights in Africa.				
External and media relations: press releases, press conferences and media dialogues on issues related to sustainable development, peace and security, and human rights in Africa.				
Digital platforms and multimedia content: update and maintenance of the website of the Office.				

Subprogramme 2**Regional coordination of and support for the New Partnership for Africa's Development****Objective**

- 11.36 The objective, to which this subprogramme contributes, is to accelerate the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development through enhanced capacity of African Union organs and agencies at the regional and subregional levels, in particular the African Union Commission, the African Union Development Agency-NEPAD and the regional economic communities.

Strategy

- 11.37 To contribute to the acceleration of the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development through enhanced capacity of African Union organs and agencies at the regional and subregional levels, in particular the African Union Commission, the African Union Development Agency-NEPAD and the regional economic communities, the subprogramme will conduct policy research and analysis on key African Union priorities and provide technical assistance and advisory services within the framework of Agenda 2063 and the 2030 Agenda, taking into account the United Nations-African Union cooperation frameworks and the African Union strategic priorities. In this regard, a major area of work will be on mainstreaming the development, peace and security, and human rights pillars into policies and strategies of selected African Union organs and agencies. In addition, the subprogramme will conduct targeted studies on transboundary issues relevant to Africa's regional integration drive. The support for regional economic communities and intergovernmental organizations will be carried out in collaboration with the subregional offices of ECA. The findings of the policy research and analysis and of transboundary studies will be disseminated at regional and subregional intergovernmental and high-level stakeholder platforms targeting, among others, stakeholders, decision- and policymakers and development practitioners of the five subregions of Africa. These actions are expected to result in events which will serve as important platforms to deliberate on findings, proffer solutions and promote networking, as well as to inform policy frameworks and strategies of African Union organs and agencies. Furthermore, they will serve to generate interest and demand in technical assistance and advisory services relevant to advancing the two Agendas. The subprogramme will collaborate with the regional Development Coordination Office, resident coordinators and United Nations country teams in the implementation of activities.
- 11.38 Past results in these areas include progress in the implementation of the domestic resource mobilization agenda and the Programme for Infrastructure Development in Africa. The subprogramme and the African Union Development Agency-NEPAD, in collaboration with the regional economic communities, completed a continental framework designed to accelerate the implementation of the Dakar Agenda for Action and, in particular, the 16 transboundary infrastructure projects endorsed by African Heads of State and Government at the 2014 Dakar Financing Summit for Africa's Infrastructure. The subprogramme supported the development of a model law on private sector investment in financing transboundary infrastructure projects which was adopted in July 2017. The results of the work on transboundary projects and domestic resource mobilization inspired the implementation of the Lamu Port, South Sudan, Ethiopia transport initiative, a multimodal transport corridor involving Ethiopia, Kenya and South Sudan aimed at promoting intra-Africa trade.

Programme performance in 2019 against planned result

- 11.39 A planned result for 2019, which is enhanced coherence, coordination and cooperation among United Nations agencies and organizations, within the context of the United Nations-African Union Partnership on Africa's Integration and Development Agenda (PAIDA), as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of joint projects implemented by the United Nations organizations through PAIDA in the context of the Regional Coordination Mechanism for Africa. The target for 2019 was to reach 11 joint projects, but the actual number of joint projects implemented was 12. This is further evidenced by the joint workplans and road maps that were developed by the Regional Coordination Mechanism clusters and the subregional coordination mechanisms to guide joint activities for the years 2019 and 2020, and the study report on strengthening regional and subregional coordination in support of the African Union.

Programme performance in 2019: adoption of joint workplans of the Regional Coordination Mechanism for Africa clusters and the subregional coordination mechanisms

- 11.40 In order to better inform its work on supporting the African Union organs and agencies in the implementation of the two Agendas, the subprogramme conducted an analysis of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development and the seven strategic priorities of the African Union with a view to determining their complementarity to inform integrated implementation. The seven strategic priorities are: (a) regional integration with a focus on the African Continental Free Trade Area, the Single African Air Transport Market and free movement of persons, goods and services; (b) Silencing the Guns; (c) climate change; (d) gender and youth; (e) capacity-building; (f) division of labour between regional economic communities, Member States and other international actors; and (g) addressing the African Union theme of the year. This analysis was carried out within the context of the Framework for a renewed PAIDA 2017–2027.
- 11.41 Following the analysis, the subprogramme coordinated the preparation for the adoption of joint workplans for 2019–2020 by the Regional Coordination Mechanism for Africa clusters and the subregional coordination mechanisms. The cluster workplans integrate the African Union strategic priorities and the two African Union-United Nations cooperation frameworks. The workplans of the subregional coordination mechanisms integrate the strategic initiatives of the regional teams of the United Nations Sustainable Development Group for Eastern and Southern Africa and for Western and Central Africa into the preparation of the draft workplans for the corresponding subregions. The workplans were adopted by the twentieth session of the Regional Coordination Mechanism for Africa held in March 2019. The adoption of the joint workplans ensured coordination and collaboration in the implementation of the African Union-United Nations cooperation frameworks, the seven strategic priorities of the African Union and the strategic frameworks of the regional teams of the United Nations Sustainable Development Group, thus enhancing efficiency gains.

Progress towards the attainment of the objective, and performance measure

- 11.42 This work contributed to the acceleration of the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development through enhanced capacity of African Union organs and agencies at the regional and subregional levels, in particular the African Union Commission, the African Union Development Agency-NEPAD and the regional economic communities, as demonstrated by the adoption of the 2019–2020 joint workplans. The popularization of Agenda 2063 and the 2030 Agenda, the African Continental Free Trade Area, the Single African Air Transport Market, the Great Green Wall for the Sahara and the Sahel Initiative and the Horn of Africa initiative are some of the recognized initiatives contained in the workplans. The twentieth session of the Regional Coordination Mechanism for Africa held in Marrakech, Morocco, in March 2019 paved the way for the implementation of the joint workplans. This contributed to advancing progress in the

implementation of the African Continental Free Trade Area and the Programme for Infrastructure Development in Africa. By December 2019, 14 African countries had been supported in the preparation of national implementation strategies for the Free Trade Area, 4 of which were validated. The 2019 Programme for Infrastructure Development in Africa week held in late November promoted an integrated approach to infrastructure development for programmes such as energy, road safety, tourism and rail and the development of a common strategy for partnerships with non-African partners for infrastructure development. Implementation of the African Union road map on its 2019 theme “Year of Refugees, Returnees and Internally Displaced Persons: towards durable solutions to forced displacement in Africa” culminated in the continental consultation on the African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa (the Kampala Convention), the African Union’s Africa Governance Architecture eighth high-level dialogue on the theme of the year, and the commemoration of the tenth anniversary of the Kampala Convention, in December.

Table 11.5

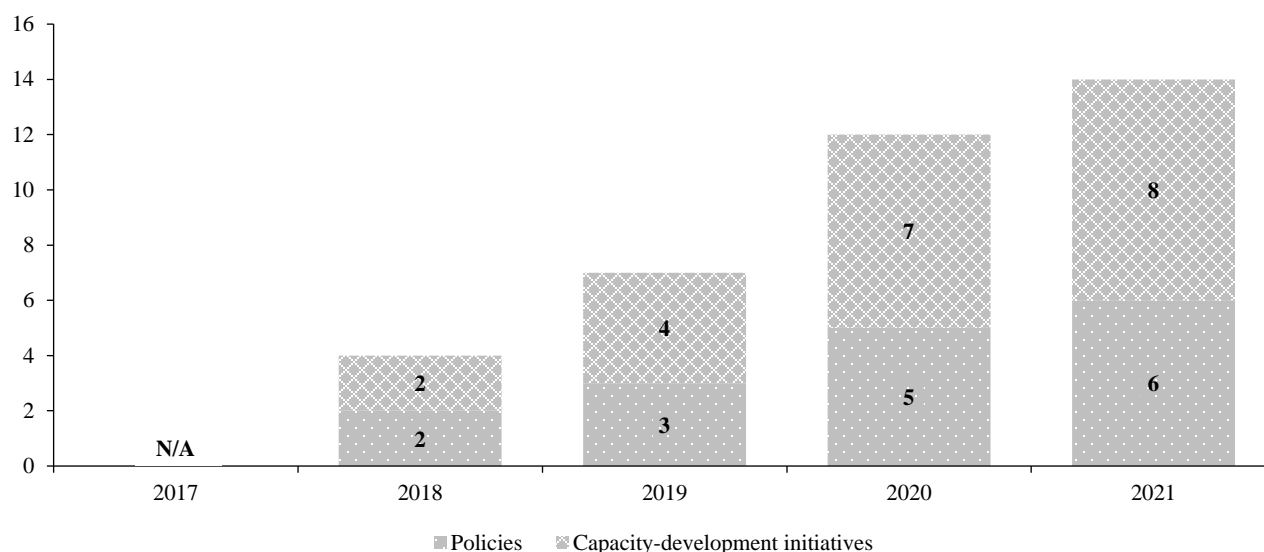
Performance measure

2015	2016	2017	2018	2019
Evaluation of the Ten-Year Capacity-Building Programme, which served as a framework of focus from 2006 to 2015	PAIDA adopted to replace the Ten-Year Capacity-Building Programme as a framework of focus	Current Regional Coordination Mechanism for Africa cluster configuration adopted	Adoption of 2018–2019 joint workplans of Regional Coordination Mechanism for Africa clusters	Adoption of 2019–2020 joint workplans of the subregional coordination mechanisms and Regional Coordination Mechanism for Africa clusters that integrate the United Nations-African Union cooperation frameworks and the seven priority areas of the African Union

Planned results for 2021**Result 1: implementation of joint workplans: working together to deliver for Africa (result carried over from 2020)**

- 11.43 The subprogramme will promote mainstreaming of the triple nexus (the interlinkages among the development, peace and security, and human rights pillars) into the integrated implementation of the three frameworks in the context of Agenda 2063 and the 2030 Agenda, taking into account the seven strategic priorities of the African Union, in line with its mandate, and will undertake a study on the same to inform the subsequent development of a road map for mainstreaming the triple nexus into policies and strategies of African Union organs and agencies for the integrated implementation of the two Agendas, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 11.II
Performance measure: number of joint policies and capacity-development initiatives



Abbreviation: N/A, not applicable.

Result 2: mainstreaming the development, peace and security, and human rights pillars into strategies and policies for the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development (new result)

- 11.44 In 2017 and 2018, the Secretary-General of the United Nations and the Chairperson of the African Union Commission signed cooperation frameworks on peace and security, and on development. The lead agencies for the implementation of the frameworks are the United Nations Office to the African Union and ECA, respectively. Another framework on human rights is expected to be signed in 2020, with the Office of the United Nations High Commissioner for Human Rights serving as the lead United Nations agency. All the cooperation frameworks are relevant to the work of the United Nations and the African Union. However, there is a need to avoid a silo approach and to ensure an integrated approach in their implementation, taking into consideration, within existing mandates, the linkages among the development, peace and security, and human rights pillars. The mapping of the two existing cooperation frameworks and the seven strategic priorities of the African Union mentioned above was carried out with this in mind.
- 11.45 In 2021, the subprogramme will promote mainstreaming with regard to the integrated implementation of the three frameworks in the context of Agenda 2063 and the 2030 Agenda, taking into account the seven strategic priorities of the African Union. This will be accomplished through a study on the same to inform the subsequent development of a road map for mainstreaming the development, peace and security, and human rights pillars into policies and strategies of African Union organs and agencies for the integrated implementation of the two Agendas.

Internal challenge and response

- 11.46 The challenge for the subprogramme was to mobilize and galvanize a broader engagement in support of its work, mainly with regard to the interlinkages among the three pillars. In response, the subprogramme will leverage the opportunity provided by the findings of the evaluation undertaken by the Office of Internal Oversight Services and will reorient its work towards synergistic implementation with the Office of the Special Adviser and the Department of Global Communications of the outcomes of the plans emanating from the Regional Coordination Mechanism for Africa. This will lead to a road map that mainstreams the interlinkages among the three pillars into policies and strategies at the national level.

Expected progress towards the attainment of the objective, and performance measure

- 11.47 This work is expected to contribute to the acceleration of the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development in the context of the United Nations-African Union cooperation frameworks and the seven strategic priorities of the African Union through enhanced capacity of African Union organs and agencies at the development, peace and security, and human rights pillars at the regional and subregional levels, which would be demonstrated by the adoption of a road map to mainstream the three pillars into the 2030 Agenda and Agenda 2063 policies and strategies of at least two African Union organs and agencies.

Table 11.6
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Countries agree to analyse the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security, the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development and the seven strategic priorities of the African Union to promote an integrated approach in the implementation of Agenda 2063 and the 2030 Agenda	Consensus on methodology to mainstream the triple nexus into policies and strategies of African Union organs and agencies for the integrated implementation of Agenda 2063 and the 2030 Agenda	Adoption of a road map to mainstream the interlinkages among the three pillars into the 2030 Agenda and Agenda 2063 policies and strategies of at least two African Union organs and agencies

Abbreviation: N/A, not applicable.

Legislative mandates

11.48 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

32/197	Restructuring of the economic and social sectors of the United Nations system	71/320	New Partnership for Africa's Development: progress in implementation and international support
61/296	Cooperation between the United Nations and the African Union		
71/254	Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027		

Economic and Social Council resolution

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
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Deliverables

11.49 Table 11.7 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.7

Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	3	1
1. Report on United Nations support for the African Union and its NEPAD programme to the Conference of African Ministers of Finance, Planning and Economic Development	1	1	1	–
2. Report of the annual session of the Regional Coordination Mechanism for Africa (expert body)	1	1	1	–
3. Report of the retreat of clusters of the Regional Coordination Mechanism for Africa and subregional coordination mechanisms (expert body)	1	1	1	–
4. Report on capacity development related to Agenda 2063 and the 2030 Agenda	–	–	–	1
Substantive services for meetings (number of three-hour meetings)	8	28	12	8
5. Annual session of the Regional Coordination Mechanism for Africa	4	4	4	–
6. Session of the subregional coordination mechanisms	4	16	4	–
7. Annual implementation review retreat of the Regional Coordination Mechanism for Africa and subregional coordination mechanisms	–	8	4	–
8. Meetings on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	–	–	–	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	1	1
9. Fellowship on the linkages among the development, peace and security, and human rights pillars ^a	–	–	1	1

Section 11 United Nations support for the New Partnership for Africa's Development

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
Seminars, workshops and training events (number of days)	1	–	–	4
10. Workshop on the Regional Coordination Mechanism for Africa	1	–	–	–
11. Workshops on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	–	–	–	4
Publications (number of publications)	4	3	4	3
12. Progress report of Regional Coordination Mechanism for Africa clusters	1	1	1	–
13. Progress report of subregional coordination mechanisms	1	1	1	–
14. Publication on topics specific to the work of the Regional Coordination Mechanism for Africa	1	1	1	–
15. Publication on Agenda 2063 and the 2030 Agenda	–	–	–	1
16. Publications on topics related to African Union organs and agencies	1	–	1	2
Technical materials (number of materials)	2	1	2	4
17. Progress on decisions of the Regional Coordination Mechanism for Africa	1	1	–	–
18. Web-based information on the work of the subprogramme	–	–	–	1
19. Guidelines and policy papers	1	–	2	3
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services, upon request, by ECA member States, the African Union Commission, the African Union Development Agency-NEPAD and regional economic communities; meetings and advocacy on capacity-building support for the African Union in the context of United Nations-African Union frameworks.				
D. Communication deliverables				
Outreach programmes, special events and information material: launch of publications; promotional materials.				
Digital platforms and multimedia content: website on the work of the programme.				

^a The unit of measurement used for the fellowship programme under this subcategory is the number of fellows, instead of the number of projects fellows will work on at ECA.

Subprogramme 3 Public information and awareness activities in support of the New Partnership for Africa's Development

Objective

- 11.50 The objective, to which this subprogramme contributes, is to achieve the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa.

Strategy

- 11.51 To contribute to the achievement of the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa, the subprogramme will develop global strategic communications plans on priority issues affecting Africa, including generating support in Africa and beyond for the African Union Development Agency-NEPAD and the African Union's Agenda 2063, and for the achievement of the 2030 Agenda for Sustainable Development, with the aim of ensuring that such plans are implemented in coordination with the rest of the Department of Global Communications, the United Nations Communications Group and the United Nations system as a whole, and in particular with the Office of the Special Adviser on Africa and ECA, as well as the Regional Coordination Mechanism for Africa.

- 11.52 Activities will include producing external communications content, including *Africa Renewal* magazine, a range of additional digital content across online platforms, background notes, and press releases for use by external media, both African and international, and the provision of external communications support to the Office of the Special Adviser. These actions are expected to result in enhanced awareness of key thematic issues of the African Union Development Agency-NEPAD and other issues related to economic recovery and sustainable development in Africa.
- 11.53 Past results in these areas include the successful production of six issues of *Africa Renewal* magazine in both English and French and an increased number of visits and page views on the *Africa Renewal* website, as well as an increased number of online news features republished by media in different countries as a result of continuing interest and growth in social media engagement.

Programme performance in 2019 against planned result

- 11.54 A planned result for 2019, which is enhanced awareness of key thematic issues of the African Union Development Agency-NEPAD and other issues related to economic growth and sustainable development in Africa, as referred to in the proposed programme budget for the biennium 2018–2019, was partially achieved, as evidenced by the fact that the target for the biennium 2018–2019 was 3,500 news items and publications (print, audio and video) picked up and reprinted or republished by the media as a result of continuing interest, and the actual number was 2,066. The lower number was due to the fact that the subprogramme started to focus on major media houses, such as the *EastAfrican*, Nigerian Voice, Modern Ghana and Bulawayo24 News websites, instead of smaller outlets, and to a temporary technical issue which had a negative impact on the ability of media outlets to access the *Africa Renewal* website to obtain articles for republishing. The subprogramme produced six editions of *Africa Renewal* magazine focused on issues pertinent to the continent and increased its multilingual content, including a select number of articles in Kiswahili, the most commonly spoken African language on the continent, and the translation of the entire magazine into Chinese, despite organizational financial constraints. The subprogramme ensured the magazine's dissemination to a diverse public, as well as to target groups such as parliamentarians, policymakers both in government and among non-governmental organizations and civil society, trade unions and academic institutions, as well as to special interest groups such as youth and women. This was done through both direct contact with individuals and groups as well as systematic outreach to the media in Africa and to the international mass media, so as to ensure that key players were informed of major international and national initiatives and events that affected economic progress in Africa.

Programme performance in 2019: *Africa Renewal* magazine and multilingualism

- 11.55 The subprogramme produced *Africa Renewal* content, including six issues of *Africa Renewal* magazine in both English and French, available online and in print.
- 11.56 The subprogramme also started the first translations of select *Africa Renewal* magazine articles into an African language (Kiswahili) through partnerships with universities and other institutions in Africa. The Chinese translation was accomplished through partnerships with universities in China.
- 11.57 The subprogramme also redesigned and revamped the *Africa Renewal* website, which increased the number of visits and page views to the site.
- 11.58 The subprogramme also supported the external communications efforts of the Office of the Special Adviser, including the annual Africa Dialogue Series.

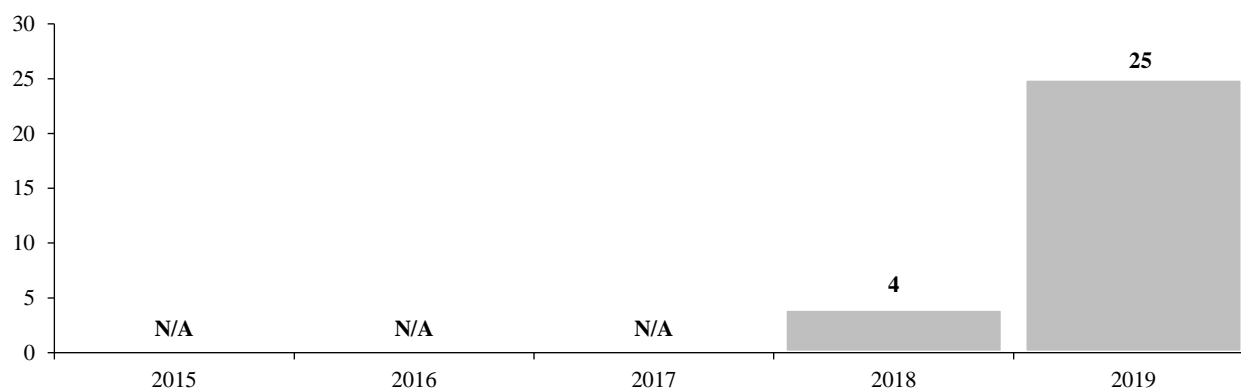
Progress towards the attainment of the objective, and performance measure

- 11.59 This work contributed to the achievement of informed understanding and engagement of a global audience in support of the economic, political and social development of Africa, as demonstrated by

the availability of 29 articles in Kiswahili, in addition to French and English, in the six editions of *Africa Renewal* magazine on priority issues related to the continent in the context of the broader international agenda, specifically migration, women's empowerment and climate change in the year of the 2019 Climate Action Summit. In addition to 102 magazine articles in English and French and 25 articles published in Kiswahili, 31 articles were translated into Chinese.

Figure 11.III

Performance measure: number of *Africa Renewal* articles in Kiswahili, in addition to other languages, available to the global public



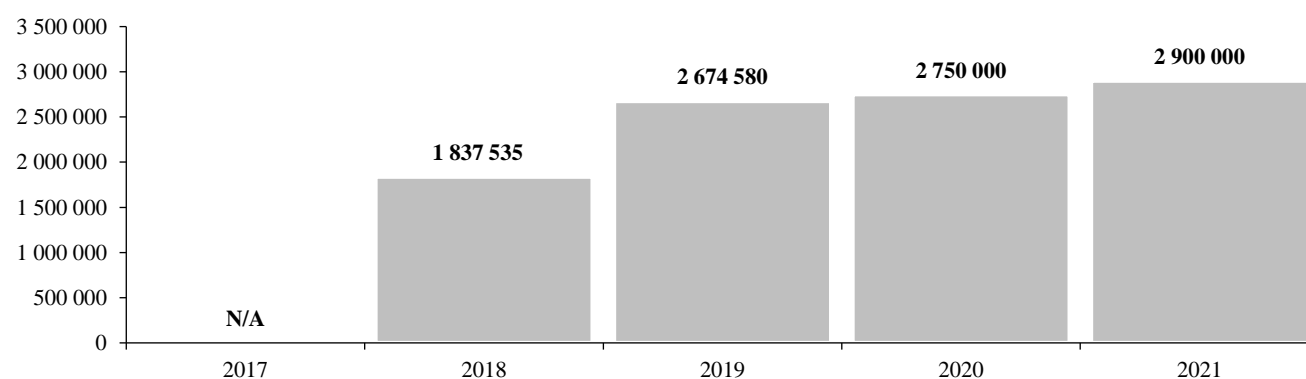
Planned results for 2021

Result 1: *Africa Renewal* goes digital (result carried over from 2020)

- 11.60 The subprogramme will continue the work related to communication to younger audiences, in line with its mandate, and will develop attractive content and explore innovative dissemination methods to strengthen engagement with youth, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 11.IV

Performance measure: annual number of visitors to the *Africa Renewal* website



Note: During 2018, traffic to the website was negatively affected owing to technical difficulties. Google Analytics was unable to access traffic data from the *Africa Renewal* website from April to August 2018. The issue was resolved in late August.

Result 2: highlighting Africa's challenges and priorities in a digital and multilingual world (new result)

- 11.61 The Department of Global Communications has been advocating for the importance of a gradual shift of focus to digital media and embracing multilingualism as a method of reaching a broad spectrum of the population, especially youth, who form the largest population group in Africa. Several reports and analyses recognized that the effectiveness of communication efforts relies on a change in content dissemination approach to reach those receiving information through the Internet using mobile devices. In Africa, some 750 million people are using mobile phones in 2020, and that number is expected to hit 1 billion by 2025. This will significantly affect people's consumption of printed publications.
- 11.62 However, Member States also recognize the limited access to the Internet in parts of Africa, especially in rural areas. The cost of data can also prevent access in certain parts of the continent, but costs are expected to drop with increased investments in infrastructure as the African Continental Free Trade Area, operationalized in 2019, is implemented.
- 11.63 The subprogramme therefore increased investments in digital content and formulated a plan to gradually decrease the number of printed copies of *Africa Renewal* magazine from 40,000 to 20,000. As a result, a new website and a multilingual mobile phone app featuring content in addition to the magazine content were designed and developed.

Internal challenge and response

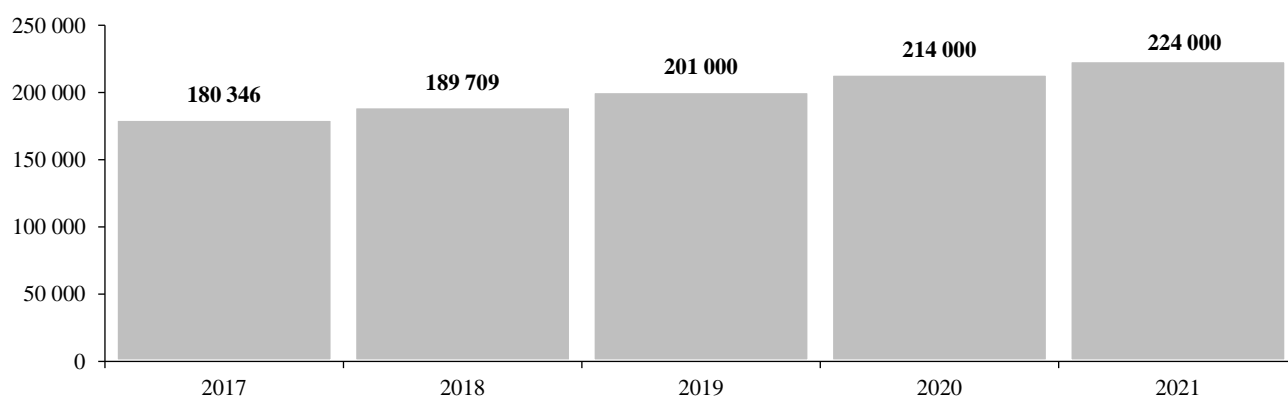
- 11.64 The challenge for the subprogramme was to produce and obtain digital content from as many African countries as possible for the revamped website and other digital channels in at least one African language (Kiswahili). In response, the subprogramme will identify stringers and correspondents in the least covered countries, as well as increase efforts to collaborate with universities in Africa for language translations.

Expected progress towards the attainment of the objective, and performance measure

- 11.65 This work is expected to contribute to the achievement of the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa, which would be demonstrated by 224,000 followers of the social media accounts of *Africa Renewal*. In addition, the number of website visits is expected to grow from 2.7 million in 2019 to 2.9 million in 2021.

Figure 11.V

Performance measure: number of followers of the *Africa Renewal* social media account



Legislative mandates

11.66 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

54/232	Implementation of the first United Nations Decade for the Eradication of Poverty	60/109 B	Questions relating to information: United Nations public information policies and activities
54/234	The causes of conflict and the promotion of durable peace and sustainable development in Africa		
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development		

Deliverables

11.67 Table 11.8 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.8

Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Publications (number of publications)	6	6	6	6
1. <i>Africa Renewal</i> magazine	6	6	6	6
D. Communication deliverables				
Outreach programmes, special events and information materials: partnerships with editors and writers in major media houses in Africa and other countries to republish <i>Africa Renewal</i> magazine articles for wider distribution and dissemination; external communications efforts, including the annual Africa Dialogue Series, the Commission on the Status of Women, the Economic and Social Council Youth Forum and the General Assembly; contributions to the work of the Advocacy and Communications Cluster of the Regional Coordination Mechanism for Africa and the interdepartmental task force on African affairs.				
External and media relations: media round tables; content tailored to specific media outlets interested in Africa's development for syndication or citation, and interested in including relevant information on United Nations support for Africa in their own materials; international, regional and local initiatives and campaigns that foster or have an impact on Africa's economic and social development; press releases, media advisories and other public information material, as well as publicity in support of these initiatives.				
Digital platforms and multimedia content: digital products, including websites, e-newsletters, mobile phone apps and social media channels.				

B. Proposed post and non-post resource requirements for 2021

Overview

- 11.68 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 11.9 to 11.11.

Table 11.9

Financial resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Post	6 484.5	6 646.9	—	—	—	—	—	6 646.9	201.5	6 848.4
Other staff costs	73.9	194.2	—	—	(33.0)	(33.0)	(17.0)	161.2	4.3	165.5
Hospitality	—	3.9	—	—	—	—	—	3.9	0.1	4.0
Consultants	183.8	157.5	—	—	23.2	—	—	180.7	5.3	186.0
Experts	88.3	368.4	—	—	(23.2)	—	—	345.2	9.5	354.7
Travel of representatives	—	—	—	—	—	—	—	—	—	—
Travel of staff	208.1	275.2	—	—	—	—	—	275.2	5.2	280.4
Contractual services	171.6	259.7	—	—	33.0	33.0	12.7	292.7	6.7	299.4
General operating expenses	52.4	56.3	—	—	—	—	—	56.3	1.1	57.4
Supplies and materials	0.5	10.7	—	—	—	—	—	10.7	0.2	10.9
Furniture and equipment	9.9	13.1	—	—	—	—	—	13.1	0.2	13.3
Fellowships, grants and contributions	16.2	—	—	—	—	—	—	—	—	—
Total	7 289.2	7 985.9	—	—	—	—	—	7 985.9	234.1	8 220.0

Table 11.10

Post changes^a

	Number	Level
Approved for 2020	43	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 12 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL), 1 LL
Proposed for 2021	43	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 12 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL), 1 LL

^a No post changes are proposed for 2021.

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General service (Principal level); LL, local level; USG, Under-Secretary-General.

Table 11.11
Post resources

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	–	–	–	–	1
D-2	1	–	–	–	–	1
D-1	2	–	–	–	–	2
P-5	6	–	–	–	–	6
P-4	10	–	–	–	–	10
P-3	12	–	–	–	–	12
P-2/1	1	–	–	–	–	1
Subtotal	33	–	–	–	–	33
General Service						
Principal level	1	–	–	–	–	1
Other level	8	–	–	–	–	8
Subtotal	9	–	–	–	–	9
Other						
Local level	1	–	–	–	–	1
Subtotal	1	–	–	–	–	1
Total	43	–	–	–	–	43

11.69 Additional details on the distribution of proposed resources are reflected in tables 11.12 to 11.14 and figure 11.VI.

11.70 As reflected in table 11.12 (1), the overall resources proposed for 2021 amount to \$7,985,900 before recosting and reflect no change in the resource level compared with the appropriation for 2020.

Extrabudgetary resources

11.71 As reflected in table 11.12 (2), the Office of the Special Adviser on Africa (subprogramme 1) receives cash contributions, which complement regular budget resources for the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$296,347 will be focused on technical cooperation and capacity-building activities. The variance between the 2020 and 2021 projections is due to the implementation of a multi-year project with extrabudgetary funding, which is front-loaded in 2020. Extrabudgetary resources represent approximately 5 per cent of the total resources for this subprogramme.

Table 11.12
Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Programme of work										
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	5 321.1	6 013.6	—	—	—	—	—	6 013.6	176.9	6 190.5
2. Regional coordination of and support for the New Partnership for Africa's Development	760.2	717.4	—	—	—	—	—	717.4	23.8	741.2
3. Public information and awareness activities in support of the New Partnership for Africa's Development	1 207.9	1 254.9	—	—	—	—	—	1 254.9	33.4	1 288.3
Subtotal, 1	7 289.2	7 985.9	—	—	—	—	—	7 985.9	234.1	8 220.0

(2) *Extrabudgetary*

	2019 expenditure	2020 estimate	2021 estimate
Programme of work			
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	3 285.0	3 724.0	2 963.5
Subtotal, 2	3 285.0	3 724.0	2 963.5
Total	10 574.2	11 709.9	11 183.5

Table 11.13
Evolution of post resources by component and subprogramme

Regular budget

		Changes				
	2020 approved	Technical adjustments	New/expanded mandates	Other	Total	2021 proposed
Programme of work						
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	31	—	—	—	—	31
2. Regional coordination of and support for the New Partnership for Africa's Development	5	—	—	—	—	5
3. Public information and awareness activities in support of the New Partnership for Africa's Development	7	—	—	—	—	7
Subtotal	43	—	—	—	—	43
Total	43	—	—	—	—	43

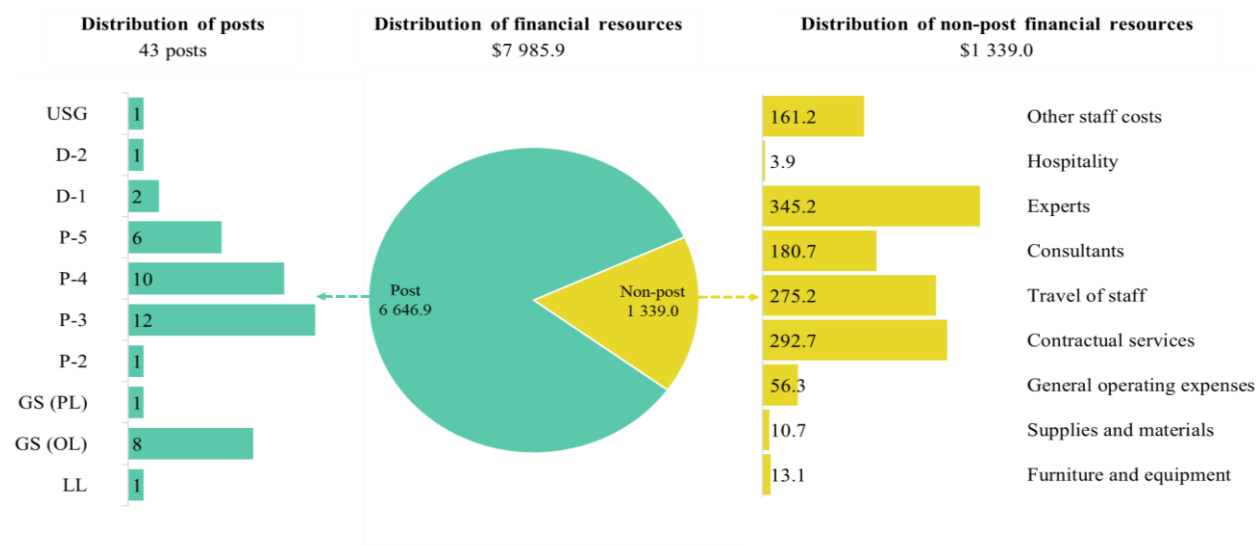
Table 11.14
Evolution of financial and post resources by category

(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	6 484.5	6 646.9	—	—	—	—	—	6 646.9
Non-post	804.7	1 339.0	—	—	—	—	—	1 339.0
Total	7 289.2	7 985.9	—	—	—	—	—	7 985.9
Post resources by category								
Professional and higher		33	—	—	—	—	—	33
General Service and related		10	—	—	—	—	—	10
Total		43	—	—	—	—	—	43

Figure 11.VI
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Programme of work

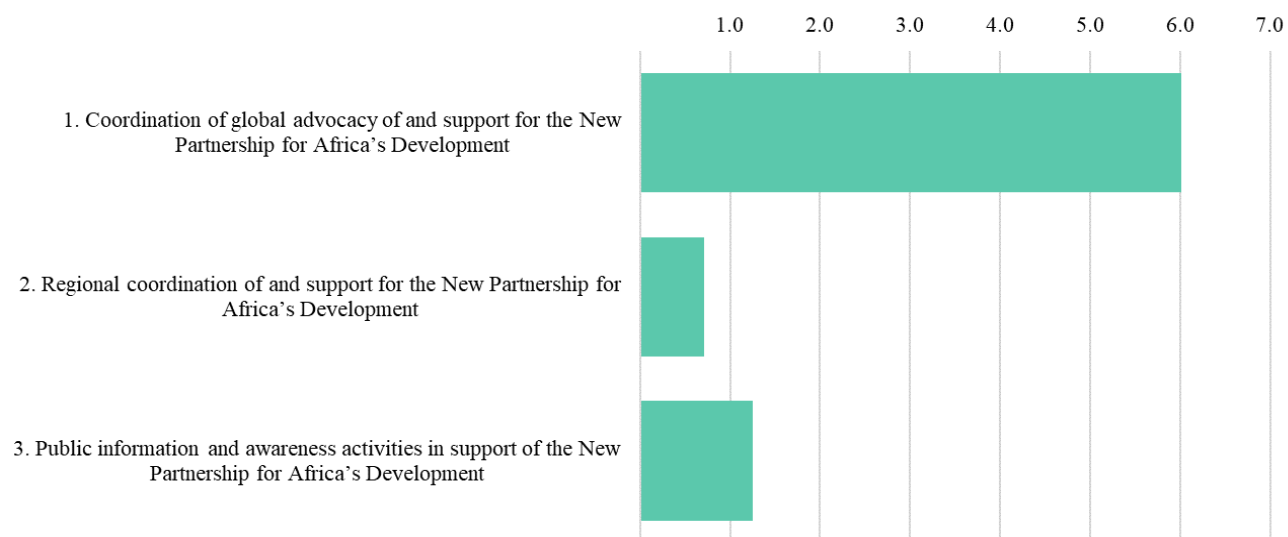
- 11.72 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. In 2019, the Office of the Special Adviser on Africa continued to reduce its carbon footprint by reducing its use of photocopy paper and the printing of documentation, which in turn also reduced the Organization's carbon footprint. In 2021, the Office will continue this practice and will also continue to reduce its carbon footprint, including by further operationalizing an online platform that will act as a knowledge hub for the active sharing of toolkits, best practices and tracking methodologies developed by international organizations, research institutions, non-governmental organizations/think tanks and Member States, as well as for strategic engagement and interaction among those stakeholders.
- 11.73 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 11.15. The Office of the Special Adviser is doing its utmost to enable the timely submission of travel requests, including by developing standard operating procedures and checklists as measures to improve compliance.
- 11.74 Going forward, the Office of the Special Adviser has taken steps to improve its compliance with the advance booking for air travel policy. Within the Office, it has raised awareness of staff and managers about the need to reverse current trends, including by encouraging the early planning of participation in meetings. With real-time information on travel compliance now available thanks to the advancement of the management dashboards, senior management has instituted regular monitoring of progress and is therefore in a better position to take necessary corrective measures so as to bring performance on track. With partners, the Office has engaged with organizers of meetings to which the Office is invited and with participants to meetings organized by the Office, all with the view to improve the timeliness of which documentation is submitted. The Office is also working closely with the Executive Office to streamline the requirements for issuance of travel authorizations, within the existing rules and regulations guiding official travel.

Table 11.15
Compliance rate
(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	25	60	65

- 11.75 The proposed regular budget resources for 2021 amount to \$7,985,900 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in figure 11.VII.

Figure 11.VII
Distribution of proposed resources for 2021 by subprogramme
(Millions of United States dollars)



Subprogramme 1 Coordination of global advocacy of and support for the New Partnership for Africa's Development

- 11.76 The proposed regular budget resources for 2021 amount to \$6,013,600 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 11.16 and figure 11.VIII.

Table 11.16

Subprogramme 1: evolution of financial and post resources

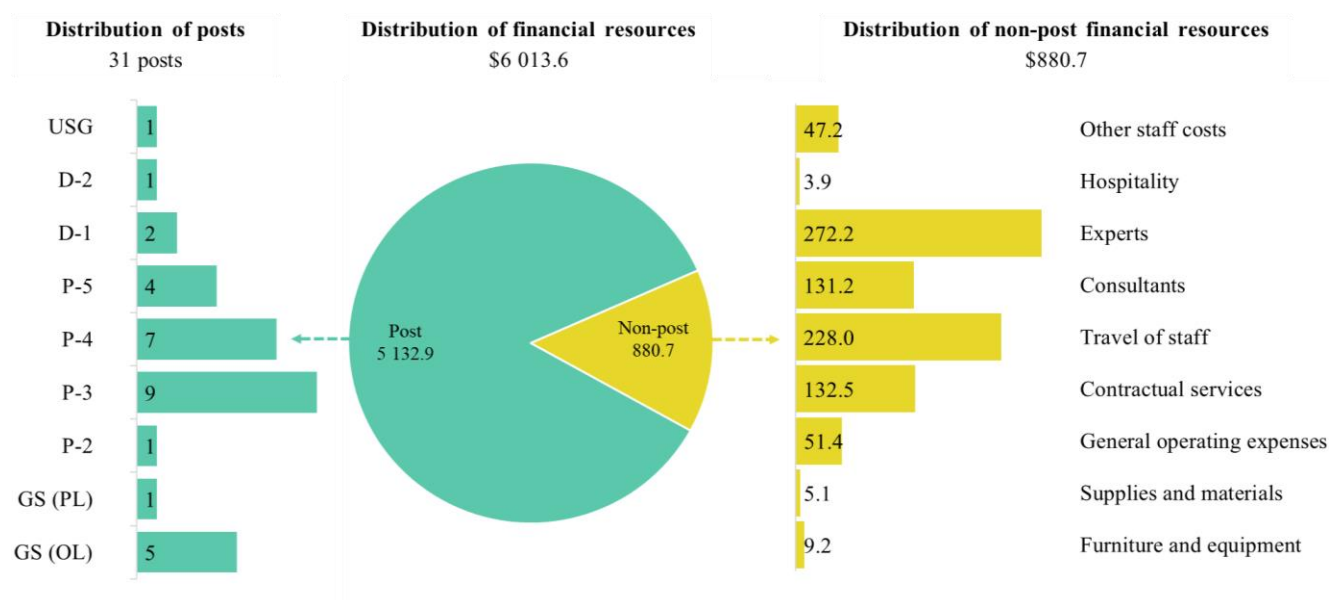
(Thousands of United States dollars/number of posts)

	Changes							2021 estimate (before recosting)
	2019 expenditure	2020 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 885.7	5 132.9	—	—	—	—	—	5 132.9
Non-post	435.4	880.7	—	—	—	—	—	880.7
Total	5 321.1	6 013.6	—	—	—	—	—	6 013.6
Post resources by category								
Professional and higher		25	—	—	—	—	—	25
General Service and related		6	—	—	—	—	—	6
Total		31	—	—	—	—	—	31

Figure 11.VIII

Subprogramme 1: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)


Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

- 11.77 The proposed regular budget resources for 2021 amount to \$717,400 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 11.17 and figure 11.IX.

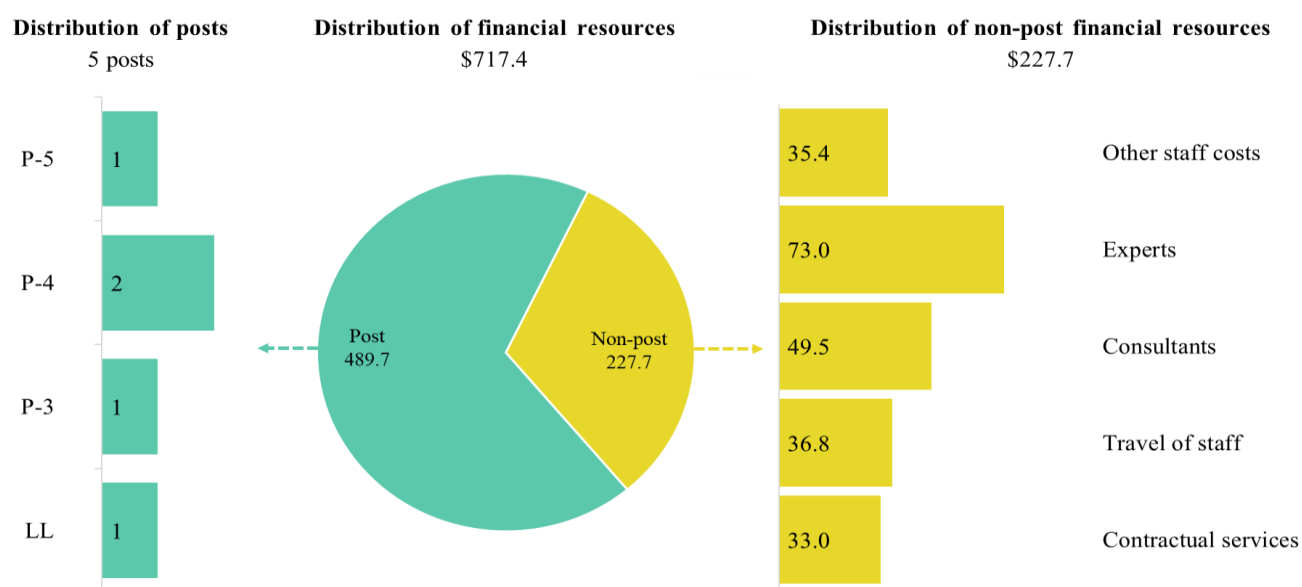
Table 11.17
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	532.3	489.7	—	—	—	—	—	489.7	
Non-post	227.9	227.7	—	—	—	—	—	227.7	
Total	760.2	717.4	—	—	—	—	—	717.4	
Post resources by category									
Professional and higher		4	—	—	—	—	—	4	
General Service and related		1	—	—	—	—	—	1	
Total		5	—	—	—	—	—	5	

Figure 11.IX
Subprogramme 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3 Public information and awareness activities in support of the New Partnership for Africa's Development

- 11.78 The proposed regular budget resources for 2021 amount to \$1,254,900 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of proposed resources for 2021 are reflected in table 11.18 and figure 11.X.

Table 11.18

Subprogramme 3: evolution of financial and post resources

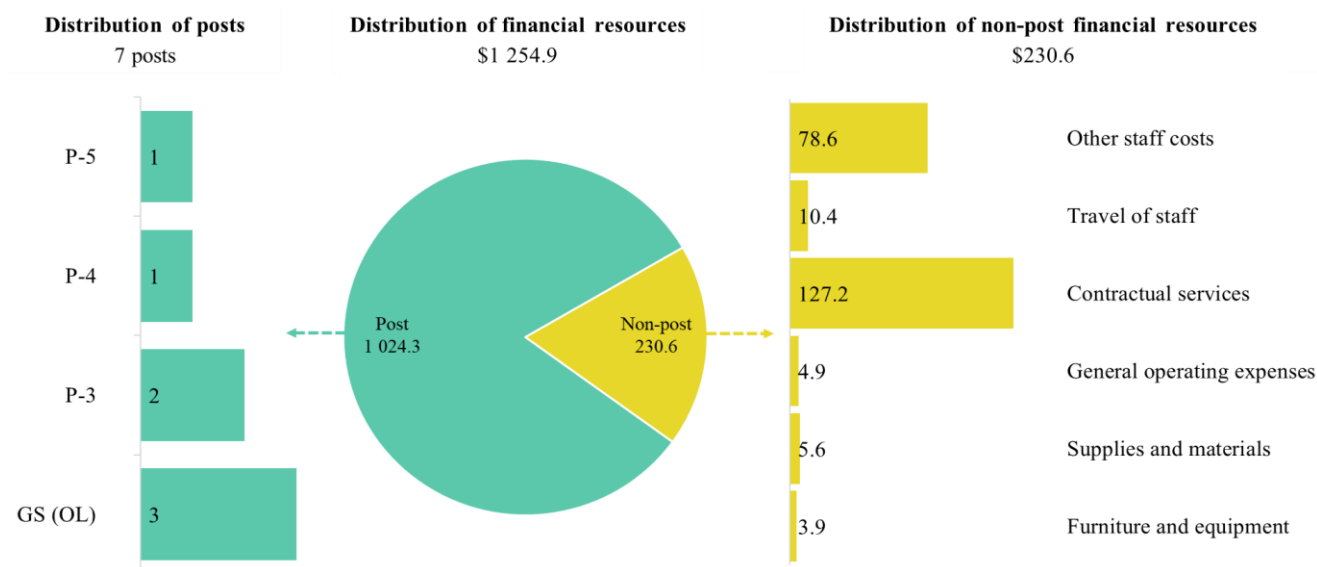
(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	1 066.5	1 024.3	—	—	—	—	—	1 024.3	
Non-post	141.4	230.6	—	—	—	—	—	230.6	
Total	1 207.9	1 254.9	—	—	—	—	—	1 254.9	
Post resources by category									
Professional and higher		4	—	—	-	—	—	4	
General Service and related		3	—	—	—	—	—	3	
Total		7	—	—	—	—	—	7	

Figure 11.X

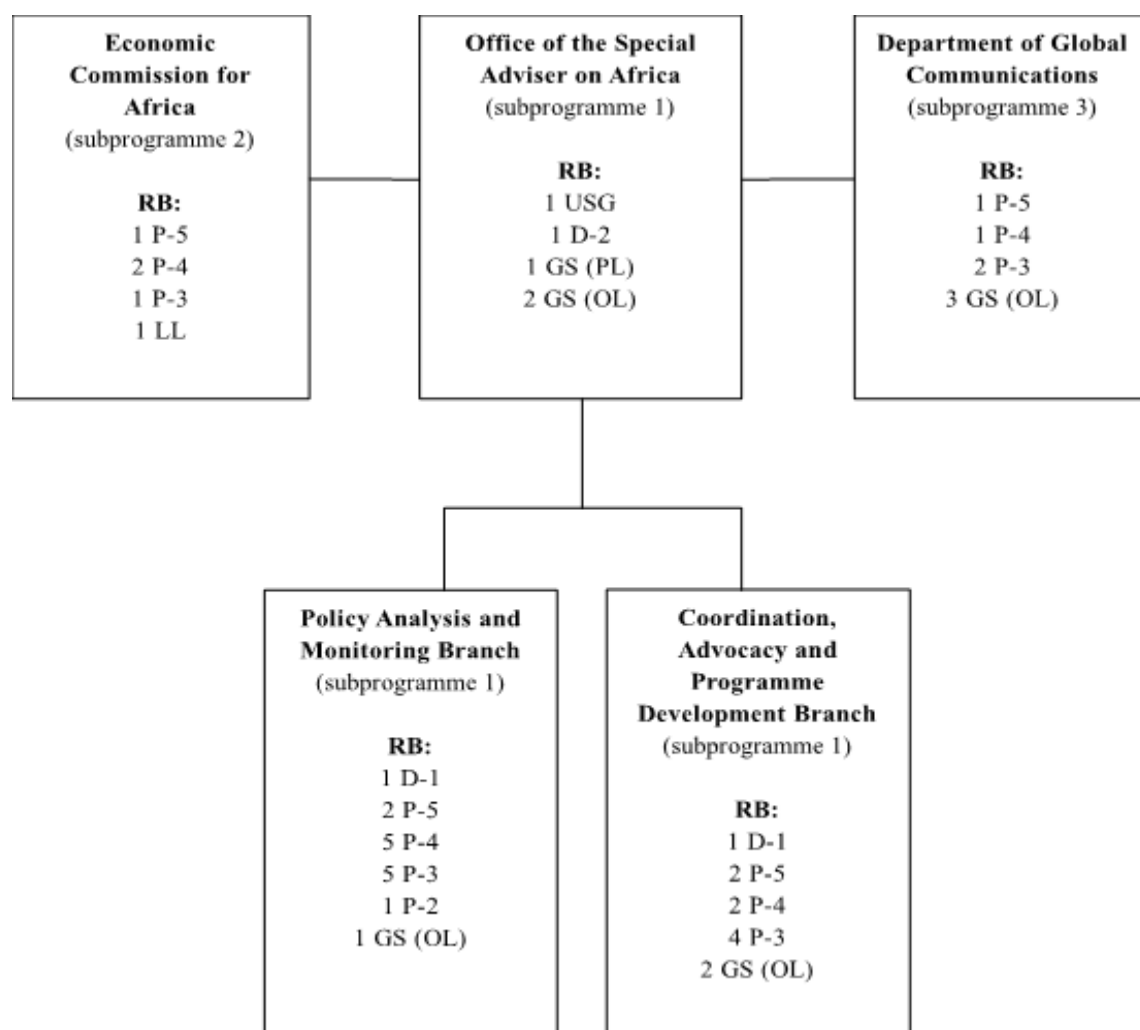
Subprogramme 3: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

Organizational structure and post distribution for 2021



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; RB, regular budget; USG, Under-Secretary-General.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

*Brief description of the recommendation**Action taken to implement the recommendation*

Advisory Committee on Administrative and Budgetary Questions (A/74/7)

The Advisory Committee recalls that the General Assembly, on a number of occasions, has expressed concern about the low rate of compliance with the advance purchase policy directive (see also [A/73/779](#), para. 16). In view of the particularly low rate of compliance in the Office of the Special Adviser on Africa, the Committee expects that the Office will give the matter priority attention to ensure better planning of official trips in the future. While noting that the Office has set ambitious targets for 2019 and 2020, the Committee is of the view that concrete plans and strategies should also be developed for achieving such targets and trusts that the Secretary-General will include information on such plans in his next budget submission (para. IV.42).

The actions taken by the Office of the Special Adviser on Africa to improve its compliance rate with the advance purchase policy directive are indicated in paragraph 11.74 of the present report.