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Proposed programme budget for 2022

Programme planning

Proposed programme budget for 2022

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/76/50.

** 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

The coronavirus disease (COVID-19) pandemic has been the most disruptive global phenomenon to have hit the world in several decades. Since its outbreak, the United Nations has spearheaded efforts to overcome the multiple challenges that it has created. As the United Nations prepares for building forward and building better, it is crucial to ensure that Africa seizes the opportunities created by the pandemic, in particular to promote a systemic change that leads to Africa assuming its rightful place as a dynamic force, an influential global player and partner in the multilateral system; to shift the debate towards issues that are crucial for Africa's growth and development; and to change and own the narrative about Africa, including by communicating success stories from African countries.

To succeed in this endeavour, African priorities, as laid out in the African Union Agenda 2063, must be the priorities of the United Nations and Africa's global partners; and the Office of the Special Adviser on Africa and the programme need to be empowered and equipped with the capacity to mobilize the United Nations system and the international community behind the transformative Agenda 2063 and the global 2030 Agenda for Sustainable Development. It is imperative for the Office of the Special Adviser on Africa to play its role as the preeminent voice of Africa at Headquarters, a strategic coordinator, a driving force and an authoritative hub of information; to undertake its advocacy mandate more visibly and effectively; to fully operationalize its monitoring function; and contribute to increasing compliance with commitments made towards Africa's development.

During the past few months, the Office has continued to improve the organization of its work and products, institutionalizing stronger systems of planning, managing and monitoring its activities, including by partnering with the Office of Programme Planning, Finance and Budget to adopt the new Umoja integrated planning, management and reporting solution as a tool for programme planning purposes on a pilot basis. Efforts are also under way to improve the work culture within the Office and increase its capacity, enhancing its specialization and innovation and improving the quality of its products. Cross-fertilization within the Office has started to bear fruit. During 2021 and the following years, training will be one of the main tools for enhancing the Office's capacities.

The other subprogrammes have also adapted the organization of their work to strengthen programme coherence and delivery as one. In particular, against the background of the establishment of the regional collaborative platform for Africa and related institutional arrangements within the Economic Commission for Africa, subprogramme 2 will facilitate engagement and collaboration with the platform and United Nations country teams, ensuring coherence between the strategic coordination at Headquarters, promoted by subprogramme 1, and the technical coordination at the regional and national levels. Subprogramme 3 will continue to increase its focus on digital platforms, in line with the need to bring the programme's communication and advocacy efforts to wider audiences in order to promote a new narrative for Africa and from Africa.

In its resolution [75/253](#), the General Assembly endorsed the conclusions and recommendations of the Advisory Committee on Administrative and Budgetary Questions, and requested the Secretary-General to submit, for its consideration, a revised proposal with programmatic narratives and structure of the Office of the Special Adviser on Africa, during the seventy-sixth session of the General Assembly. The present programme budget document is submitted in accordance with the request and contains a revised proposal for increasing the programme's efficacy and for reorienting and strengthening the Office of the Special Adviser on Africa in order to transform it into a centre of excellence and knowledge hub on African affairs in the United Nations.

As the highlighted results show, the proposed reorientation builds on past successes and addresses identified weaknesses in order to ensure that the programme contributes to firmly embed Agenda 2063 in the programmes and activities of the United Nations. The aim is to promote sustainable development that delivers durable peace in Africa and to further strengthen the partnership between the United Nations and the African Union, particularly through the Office's coordination mandate. I am confident that through this renewed effort, the programme entities and its partners will succeed in promoting progress towards the Africa that we want.

(Signed) **Cristina Duarte**
Under-Secretary-General and Special Adviser on Africa

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 11.1 The Office of the Special Adviser on Africa is responsible for ensuring a coherent and integrated approach for United Nations support for Africa and addressing the gaps; following up on the implementation of all global summit and conference outcomes related to Africa; coordinating and guiding the preparation of Africa-related reports and inputs; initiating reports on critical issues affecting Africa; monitoring the implementation of commitments made towards Africa's development, and coordinating global advocacy in support of the New Partnership for Africa's Development, currently subsumed in Agenda 2063. 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, ECA is mandated to operate at the regional and subregional levels to harness resources and bring them to bear on Africa's priorities. To enhance its impact, ECA places a special focus on collecting up-to-date and original regional statistics in order to ground its policy research and advocacy on clear objective evidence; promoting policy consensus; providing meaningful capacity development; and providing advisory services in key thematic fields. 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 the New Partnership for Africa's Development (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 [32/197](#), [57/7](#), [57/300](#), [61/296](#) and [66/293](#), and Economic and Social Council resolutions 671 A (XXV) and 1998/46.
- 11.2 In view of the impact of the coronavirus disease (COVID-19) pandemic on health systems, social protection structures, employment, education and other areas critical for Africa's development, there is a critical need for enhanced coordination and advocacy efforts in order to ensure that the planning and implementation of programmes and projects to address the impact of COVID-19 are aligned with Agenda 2063 and with the priorities established by the African Union and African countries for a strong recovery. Despite the challenges, the COVID-19 pandemic provides an opportunity to build forward and build better and accelerate the implementation of the 2030 Agenda during the decade of action. This will require strong analytical and monitoring capacities that can sharply focus on identifying key policies and programmes with a multiplying effect that contribute decisively to Africa's development.

Strategy and external factors for 2022

- 11.3 The COVID-19 pandemic has demonstrated that no country is ready to overcome the challenges of the future on its own. It has created an opportunity to promote a change of paradigm in the international multilateral system, an opportunity that is particularly relevant for Africa. To this end, a new narrative is needed, a narrative that reflects and strengthens Africa's role as a key stakeholder and vital player in the global arena, with its success stories and best practices to share. A narrative that brings to the global debate issues that are key for Africa's development, such as illicit financial flows, industrialization, trade, agricultural self-sufficiency, jobs, digital economy, education and the youth. A narrative of Africa and from Africa, to be fully embraced within the United Nations and beyond. The strategy of the programme is aimed at promoting this new narrative.

- 11.4 The implementation of the programme's strategy will be guided by the vision of an international system working coherently to support Africa to progressively fulfil its potential as a continent of hope, opportunities and prosperity. In order to transform this vision into a reality, the programme has a strategic mission: to advocate for Africa at the global and regional levels by mobilizing the United Nations system, African Member States, international partners, civil society and the private sector around the transformative vision of the African Union in support of the joint implementation of the 2030 Agenda and Agenda 2063 on the continent, building on strong partnerships, innovation and strategic foresight.
- 11.5 In order to fulfil this mission, the Office of the Special Adviser on Africa, the Economic Commission for Africa and the Department of Global Communications will promote, within the United Nations, a positive and realistic discourse about Africa by, among other things, managing data and knowledge, disseminating parliamentary and flagship reports, policy briefs, fact sheets, speeches and other documents produced by the Secretariat; organizing major events and programmes to highlight African priorities and increase awareness about, and respect for, key African institutions, initiatives and frameworks. Beyond the United Nations, the voice of the Special Adviser on Africa will be leveraged as a tool to challenge outdated, often distorted and stereotypical views about the continent and help reshape the narrative towards a more balanced perspective that reflects the African reality and serves as an agent of positive change.
- 11.6 The three entities will promote this new narrative through coordinated and complementary action in policy analysis, research and development; advocacy; communications; global and regional coordination; monitoring and evaluation, and support for Member States. A strategic agenda has been developed in consultation with the African Group and other stakeholders to guide the programme activities around six cluster areas identified as key for Africa's development owing to their multiplying impact: financing for development; achieving sustainable development to deliver durable peace; governance, resilience and human capital; science, technology and innovation; and industrialization, the demographic dividend and trade, with a focus on the African Continental Free Trade Area; and sustainable energy and climate change. Taking into account the crucial role of the African youth for the continent's development, special focus will be given to promoting youth-focused policies and proposals under each cluster area and, particularly, when addressing human capital and the demographic dividend.
- 11.7 For 2022, the planned deliverables and activities of the Office of the Special Adviser on Africa, the Economic Commission for Africa and the Department of Global Communications reflect the known and anticipated challenges related to COVID-19 that are being faced by Member States. Such planned deliverables and activities include enhanced coordination efforts to ensure a coherent and integrated response by the United Nations system; policy briefs and analysis, external communication and advocacy. Specific examples of such planned deliverables and activities are provided under all three subprogrammes. The support provided to Member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under all three subprogrammes.
- 11.8 With regard to cooperation with stakeholders and other entities at the global, regional, national and local levels, the three entities that implement the programme will continue to work closely with African Member States and African Union institutions as their main partners, in particular with the African Union Commission, the African Union Development Agency-NEPAD, the regional economic communities, the African Peer Review Mechanism Secretariat, and the African Capacity Building Foundation, 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, civil society, the private sector, academia, think tanks, the African diaspora and other external stakeholders to enhance common approaches and synergies in their efforts to support Africa's development in the key areas identified in the programme's strategy. The Office of the Special Adviser on Africa will lead cooperation efforts at the global level under subprogramme 1, while the Economic Commission for Africa will lead cooperation at the regional, national and local levels under subprogramme 2.

- 11.9 With regard to inter-agency coordination and liaison, the interdepartmental task force on African affairs will continue to be strengthened as a key forum for consultation, strategic coordination and coherence among United Nations entities across all pillars of their work on Africa. The task force plays an important role in supporting the Secretary-General's and the system's engagement with Africa. The Office of the Special Adviser on Africa, as the task force secretariat, has taken renewed steps, working with member entities of the task force, to organize its work of the task force in a more systematic, structured and impactful manner, and to avoid duplications with other existing coordination mechanisms. In particular, the Office of the Special Adviser on Africa and the Economic Commission for Africa are working closely with the United Nations Development Programme (UNDP) and the resident coordinator system to ensure complementarity between the strategic coordination promoted through the task force and the operational coordination at the regional and national level promoted through the Regional Collaborative Platform for Africa and the United Nations country teams. The Office of the Special Adviser on Africa and the United Nations Office to the African Union are also coordinating their activities so that there is no overlap between their efforts.
- 11.10 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) African countries significantly realign their priorities towards building forward and building better;
 - (b) International partners continue to support Africa's sustainable development through financial contributions, technical support and the adoption of policy frameworks that support African ownership and empowerment;
 - (c) The partnership between the United Nations and the African Union is further strengthened through the continued implementation 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 African Union-United Nations Framework on Human Rights;
 - (d) International organizations and partners are committed to the implementation of multi-stakeholder projects and programmes in support of the implementation of the 2030 Agenda, Agenda 2063, NEPAD and the priorities of the African Union and African countries;
 - (e) United Nations entities actively engage in the revitalized interdepartmental task force on African affairs;
 - (f) Member States actively participate in the Africa Dialogue Series and other policy development and advocacy activities;
 - (g) External stakeholders and potential, partners including media organizations, academic institutions, civil society organizations and creative communities continue to engage with the programme priorities.
- 11.11 With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to further impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 11.12 The Office of the Special Adviser on Africa, ECA and the Department of Global Communications integrate a gender perspective in their programmatic activities, deliverables and results. For example, the Office of the Special Adviser on Africa 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, it organizes specific events focusing on the realization of human rights for women and the challenges that women face in their efforts to promote their countries' inclusive sustainable development. The

Office also actively participates in and co-organizes side events on gender equality and women's empowerment issues with its strategic partners during the annual sessions of the Commission on the Status of Women held at Headquarters. Under subprogramme 2, a gender perspective will continue to be mainstreamed across the subprogramme's activities 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 sex-disaggregated statistics and through the regional coordination efforts. Lastly, under subprogramme 3, the Department of Global Communications promotes gender equality and women's empowerment by producing and disseminating communications products, including through *Africa Renewal* platforms, 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 works 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.

- 11.13 The programme will be guided by the United Nations Disability Inclusion Strategy in promoting, through its activities and policy recommendations, proposals that specifically promote the inclusion of people with disabilities, as well as in taking the necessary measures to increase the accessibility of its products and events.

Programme performance in 2020

Impact of COVID-19 on programme delivery

- 11.14 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Office of the Special Adviser on Africa. This included the cancellation of some advocacy events, field missions and expert group meetings, as well as the reorientation of other events and workshops as virtual meetings. Specific examples of the impact are provided under all subprogrammes. The change in the approach and cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogramme 3.
- 11.15 At the same time, however, some planned deliverables and activities were modified, and some new activities were introduced during 2020, within the overall scope of the objectives of the subprogrammes, in order to support Member States on issues related to the COVID-19 pandemic. Those modifications and new activities included advocacy events and coordination efforts. Specific examples of the modified and new activities are provided under all subprogrammes. The modified and new deliverables and activities contributed to results in 2020, as described in the programme performance under all subprogrammes.
- 11.16 Recognizing the importance of continuous improvement, the need for flexibility and nimbleness in the face of unforeseen circumstances and evolving needs of Member States, the programme will draw on the lessons learned and best practices from the COVID-19-related adaptation of its programme in 2020. Specific examples of lessons learned include the use of virtual platforms for events as an opportunity to reach out to broader audiences and, consequently, increase the impact of the advocacy activities and communication products, as well as a more flexible approach to programme planning in order to adapt to emerging circumstances. For example, in 2022, subprogrammes 1, 2 and 3 will continue to increase their use of digital platforms, including by holding, whenever possible, hybrid (virtual and in-person) meetings and events.

Legislative mandates

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

General Assembly resolutions

32/197	Restructuring of the Economic and Social Sectors of the United Nations	63/1	Political declaration on Africa's development needs
57/2	United Nations Declaration on the New Partnership for Africa's Development	69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
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	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
57/300	Strengthening of the United Nations: an agenda for further change	74/301	New Partnership for Africa's Development: progress in implementation and international support
61/296	Cooperation between the United Nations and the African Union		

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) 2457 (2019)	United Nations-African Union cooperation Review of the United Nations peacebuilding architecture Silencing the Guns in Africa
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Economic and Social Council resolutions

671 A (XXV)	Terms of reference of the Economic Commission for Africa	2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development
1998/46	Further Measures for the Restructuring and Revitalization of the United Nations in the economic, social and related fields		

Deliverables

11.18 Table 11.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 11.1

Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	4	4	4	4
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	1	1	1	1
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	—	—	—	1
5. Seminar on Africa's sustainable development	—	—	—	1
Publications (number of publications)	—	—	—	1
6. Publication on Africa's sustainable development	—	—	—	1
Technical materials (number of materials)	—	—	—	1
7. Policy brief on Africa's sustainable development	—	—	—	1

Evaluation activities

- 11.19 The following evaluations and self-evaluations completed in 2020 have guided the programme plan for 2022:
- (a) Office of Internal Oversight Services (OIOS) evaluation of the programme;
 - (b) Self-evaluation on the report-drafting process under subprogramme 1.
- 11.20 The findings of the evaluations and self-evaluations referred to above have been taken into account for the programme plan for 2022. For example, the establishment of an executive direction and management component in the programme ensures the Special Adviser's overall accountability, as recommended by OIOS. The realignment of the communications function in the Office of the Special Adviser on Africa will promote complementarities with the Department of Global Communications. Increased coordination among the subprogrammes has resulted in enhanced synergies among planned activities, in particular in the implementation of the subprogrammes' highlighted results. Under subprogramme 1, on the basis of the self-evaluation on the report drafting process, the Office of the Special Adviser on Africa will be able to produce an increased number of deliverables, owing to the maximization of its analytical work.
- 11.21 Further to the deployment of a planning, monitoring and evaluation function in the Office of the Under-Secretary-General, a self-evaluation on all activities of subprogramme 1 is planned for 2022.

Programme of work

Subprogramme 1

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

Objective

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

Strategy

- 11.23 To contribute to the objective, the subprogramme will support the efforts of the Secretary-General to increase the coordination and coherence of the United Nations system in its support for Africa, in particular by acting as the focal point for the African Union Development Agency-NEPAD and Agenda 2063 at Headquarters, coordinating the inter-departmental task force on African affairs, and monitoring the United Nations system's support for Africa's sustainable development. To this end, the Office of the Special Adviser on Africa will further build up its posture and capacities in areas such as planning, monitoring and evaluation in order to be able to promote strategic planning and programming in the United Nations system in Africa in accordance with the priorities of African Union and African Member States as enshrined in Agenda 2063 and the first 10-year implementation plan.
- 11.24 The subprogramme also plans to further provide policy advice based on trend and foresight analysis on critical and emerging issues affecting Africa, as well as to continue to support African Member States in their participation in intergovernmental processes and provide assistance in intergovernmental deliberations on issues related to Africa's sustainable development. To this end, the Office will significantly enhance its capacity to perform horizon scanning and analyse emerging

trends, challenges and opportunities across all areas of Africa's economic, political and social development, in particular through the improvement of its data management capacities.

- 11.25 In addition, the subprogramme will develop and implement communication and global advocacy strategies in coordination with subprogramme 3 to establish a global advocacy platform in support of NEPAD and Agenda 2063 that mobilizes global opinion through all channels of communication, celebrates Africa and contributes to the promotion of a new narrative.
- 11.26 The subprogramme will finalize the operationalization and strengthening of the United Nations monitoring mechanism through its enhanced data management and analysis capacities, which will lead to continuous tracking of the commitments to and support for the implementation of the 2030 and 2063 Agendas with clear benchmarks, indicators and, when appropriate, proposed corrective measures, which will contribute to enhanced compliance and mutual accountability in the implementation of commitments towards Africa's development.
- 11.27 The subprogramme plans to support Member States on issues related to COVID-19 by further enhancing strategic coordination within the United Nations system to help ensure coherent and integrated support for building forward and building better in Africa that aligns with the priorities of African Member States and the African Union as enshrined in Agenda 2063. Furthermore, the subprogramme will develop and implement a partnerships and technical cooperation strategy aimed at promoting strategic partnerships with African Member States and African Union institutions and leveraging United Nations knowledge and capacities through technical cooperation with United Nations agencies, funds and programmes around flagship initiatives and projects.
- 11.28 The work described above is expected to result in:
 - (a) A more coherent and integrated approach by the United Nations system support for Africa;
 - (b) Strengthened cooperation between the United Nations system and the African Union and other African institutions and increased complementarity of the activities of the United Nations and the African Union in support of the implementation of the 2030 Agenda and Agenda 2063;
 - (c) Enhanced capacity within the United Nations system and the wider international community to provide a more integrated response to challenges impacting Africa's development that takes into account and addresses existing gaps;
 - (d) Stronger alignment of intergovernmental discussions with the priorities of African countries and the African Union and increased integration of African perspectives in global debates and decisions;
 - (e) Greater accountability of stakeholders;
 - (f) Increased awareness and understanding by the international community of the African Union perspective and the realities and priorities of African countries.
- 11.29 The planned support on issues related to COVID-19 is expected to result in a swifter recovery that contributes to changing the paradigm and building forward and building better.

Programme performance in 2020

- 11.30 Programme performance in 2020 includes the result described below, which emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Enhanced coordination in response to Africa's emerging needs

- 11.31 In response to the COVID-19 outbreak, the Office of the Special Adviser on Africa convened the interdepartmental task force on African affairs to identify the gaps in the United Nations system's response to the crisis and to promote United Nations coherence through consultations at the strategic level. The subprogramme organized nine meetings of the interdepartmental task force on African affairs at the working and principals levels during 2020 to facilitate strategic discussions on the

United Nations system response to COVID-19. The task force recommended that the Africa United Nations Knowledge Hub for COVID-19, developed by the Economic Commission for Africa, be sustained, strengthened and updated with more relevant information and content, including on health and stigmatization as a result of COVID-19 in Africa. In December, members of the task force conducted an analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the United Nations response in order to take stock and prepare for building forward and building better.

- 11.32 The subprogramme also led and coordinated the preparation of a policy brief of the Secretary-General on the impact of COVID-19 in Africa, highlighting the risks that the pandemic posed to African Member States and providing recommendations. Furthermore, the subprogramme, in coordination with subprogramme 3, facilitated the adoption of common messaging for the members of the interdepartmental task force on African affairs in order to support the implementation of the policy brief.

Progress towards the attainment of the objective, and performance measure

- 11.33 The work described above contributed to the objective, as demonstrated by an increased awareness at the global level of the impact of COVID-19 in Africa through the development of an overarching United Nations narrative on COVID-19 in Africa (see table 11.2). The increase in joint products issued by the interdepartmental task force on African affairs served to revitalize the task force as an impact-focused tool to promote United Nations coordination on critical and emerging issues affecting Africa. This enhanced coordination benefited African countries by ensuring that the support that they received from United Nations entities at a critical time was comprehensive and avoided duplications (see table 11.2).

Table 11.2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
—	—	Increased awareness at the global level of the impact of COVID-19 in Africa through an overarching United Nations narrative on COVID-19 in Africa

Impact of COVID-19 on subprogramme delivery

- 11.34 Owing to the impact of COVID-19 during 2020, the subprogramme had to cancel or postpone some of its deliverables and programmatic activities at the early stages of the pandemic. For instance, the Africa-focused events that the Office programmed during the Commission on the Status of Women and the Economic and Social Council youth forum had to be cancelled owing to the COVID-19 pandemic, and a panel discussion that the Office was to organize during the Africa regional review of the Istanbul Programme of Action was postponed to 2021. Later, the Office was able to organize planned events, most notably by switching from in-person to virtual meetings. Among such examples is the Africa Dialogue Series 2020, held in May, and Africa Day at the high-level political forum, as well as a workshop and an advocacy event on illicit financial flows in December.
- 11.35 At the same time, the subprogramme identified additional activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely the coordination of the writing of the Secretary-General's policy brief on the impact of COVID-19 in Africa and the development of an integrated SWOT analysis on the United Nations response, conducted through the interdepartmental task force on African affairs. The additional deliverables contributed to results in 2020, as specified in the emerging result above.

Planned results for 2022

- 11.36 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: delivering coherently and effectively for Africa's peace and development¹

Programme performance in 2020

- 11.37 The subprogramme, in partnership with the Permanent Observer Mission of the African Union and various United Nations entities, has continued to convene the Africa Dialogue Series annually as a major forum for global advocacy and policy discussion on Africa linking the different areas of work of the United Nations in Africa. As in the previous year, the Africa Dialogue Series 2020 was organized in May, on the African Union theme of the year. However, as part of the Office's response to the COVID-19 pandemic, it reoriented the approach and format of the Africa Dialogue Series 2020 and convened it virtually under the theme: "COVID-19 and silencing the guns in Africa: challenges and opportunities". Furthermore, the subprogramme continued to provide regular briefings to the three elected States of the Security Council regarding the socioeconomic conditions of countries on the agenda of the Security Council, with a particular focus on the impact of COVID-19.
- 11.38 The work described above contributed to the Africa Dialogue Series as a fully functional, 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 and promoting up-to-date evidence-based policy decisions by all stakeholders, which met the planned targets in the proposed programme budget for 2020.
- 11.39 The work described above did not meet the target of providing access to Member States to enhanced and cutting-edge data on the allocation and flow of commitments through the United Nations monitoring mechanism, allowing the international community to eliminate major duplications and overlaps and speed up delivery where it is needed most, in the proposed programme budget for 2020. This target was not met as the plan for the operationalization of the monitoring mechanism was refocused in line with the Secretary-General's data strategy and to take into account also the OIOS evaluation.

Proposed programme plan for 2022

- 11.40 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will deepen its analysis regarding the impact of public service delivery and sustainable development in the achievement of durable peace, in particular through the Office of the Special Adviser on Africa research network and its reporting responsibilities. It will also enhance its advocacy efforts, including by launching specific policy campaigns in partnership with the African Union and other United Nations entities. For example, in 2021 the Office will launch, in partnership with the World Food Programme, an initiative to promote home-grown school feeding in Africa, as a programme that not only impacts positively on the health, nutrition and education levels of African children, but also helps to promote prosperity, stability and social cohesion in local communities. In 2022, this initiative will seek to establish strategic partnerships with African Member States and institutions for the design and implementation of home-grown school feeding programmes in Africa. In 2022, the subprogramme will also complete the operationalization of the United Nations monitoring mechanism, establish a procedure for the follow-up of the recommendations stemming from its advocacy platform, most notably the Africa Dialogue Series, and bridge the gap between academia and practitioners, promoting continuous engagement through the Office's activities. The expected progress is presented in the performance measure (see table 11.3).

¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 11)).

Table 11.3
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
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 between sustainable development, peace and security	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, 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	Up-to-date evidence-based policy decisions by all stakeholders 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	United Nations monitoring mechanism: implementation of the new methodology Up-to-date evidence-based policy decisions by all stakeholders 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	Member States access continuous data and information that enable ongoing tracking of commitments through the United Nations monitoring mechanism Member States have access to updated information on the implementation of recommendations stemming from the Africa Dialogue Series Increased number of African countries establish school feeding programmes or broaden the scope of existing programmes

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the proposed programme budget for 2021 and reflects best estimates at the point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: amplified African voices at intergovernmental processes²

Programme performance in 2020

- 11.41 The subprogramme organized the third Africa Day at the high-level political forum on sustainable development, on the theme "Leveraging digital technology in the context of COVID-19: an inclusive, healthy, resilient and peaceful Africa", in July, in partnership with the African Union, the Economic Commission for Africa, the African Institute for Economic Development and Planning and UNDP. In December, the subprogramme organized two events on the issue of illicit financial

² As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 11)).

flows: a workshop on “Silencing the Guns Beyond 2020: Addressing Illicit Financial Flows and the Sahel”, and a high-level virtual panel on the African Union “Silencing the Guns initiative”: the role of illicit financial flows in fuelling instability in Africa. The subprogramme was however unable to implement the other activities that had been programmed under this result owing to the COVID-19 outbreak, which prevented specific discussions focused on women and the youth, which are two key constituencies that need to be specifically targeted and mobilized in order to harness the potential of the demographic dividend in Africa to promote sustainable development.

- 11.42 The work described above contributed to 16 African countries participating in voluntary national review, which met the planned targets in the proposed programme budget for 2021.
- 11.43 The work described above also contributed to the inclusion of African countries’ perspectives in official forums and conferences to advance 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.

Proposed programme plan for 2022

- 11.44 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective and in response to recent developments, the subprogramme’s work will evolve to promote, in partnership with the United Nations Conference on Trade and Development (UNCTAD), the United Nations Office on Drugs and Crime (UNODC), the African Union and other relevant entities, the inclusion of issues in intergovernmental deliberations on financing for development that are aligned with the interests of African countries and contribute to their empowerment and ownership over their financial resources, such as illicit financial flows, remittances or the role of credit rating agencies. The subprogramme also plans to hold a multi-stakeholder meeting to discuss the role of credit-rating agencies and ways to reduce biased and non-objective ratings. The expected progress is presented in the updated performance measure (see table 11.4).

Table 11.4
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
10 African countries participated in voluntary national reviews	17 African countries participated in voluntary national reviews	16 African countries participated in voluntary national reviews African countries’ perspectives are included in official forums and conferences to advance 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	20 African countries participate in voluntary national reviews Member States and stakeholders consider the study on impact of illicit financial flows in Africa Member States and stakeholders consider the analysis on bottlenecks in remittances regulation Increased awareness of Member States and stakeholder of the role of credit-rating agencies	Member States discuss proposed framework to address the impact of illicit financial flows on Africa Member States consider the road map to address remittances bottlenecks

Result 3: the role of digitization and the African Continental Free Trade Area for building forward and building better

Proposed programme plan for 2022

- 11.45 In 2019, only 16,100 of the over 3 million patent applications in the world originated in Africa and less than 19 per cent of the patents originating in Africa were from residents. This is due to intellectual property-related barriers that limit the granting of patents and, particularly, medical patents to products of African origin, which negatively impacts access to vital medicines on the continent. Africa accounts for over 25 per cent of the pharmaceutical market but produces only 2 per cent of the drugs it consumes. The continent imports over \$14 billion worth of drugs, many of which are produced using African plant varieties. At a time when the world is increasingly discussing universal health care as part of the response to COVID-19 and a more integrated approach to the 2030 Agenda, strong intellectual property protections are hindering African populations' access to critical medicines and adequate health services and, consequently, undermining the continent's human capital potential.
- 11.46 During 2020, the subprogramme had to adapt its programmatic activities and support for African countries owing to the COVID-19 pandemic. Taking into account its mandate to promote the interests and perspectives of African countries and the African Union in intergovernmental deliberations, the subprogramme adopted a cross-cutting approach to the response, leveraging its different advocacy activities to assess and discuss how the response to COVID-19 in Africa could benefit from ongoing support being provided in other areas. For example, the reorientation of the Africa Dialogue Series 2020 showcased how efforts in the area of peace and security could support the response to a health crisis. Furthermore, Africa Day at the high-level political forum underscored the fundamental contribution that digitization and innovation can provide to strengthen Africa's resilience and promote sustainable development in Africa.

Lessons learned and response

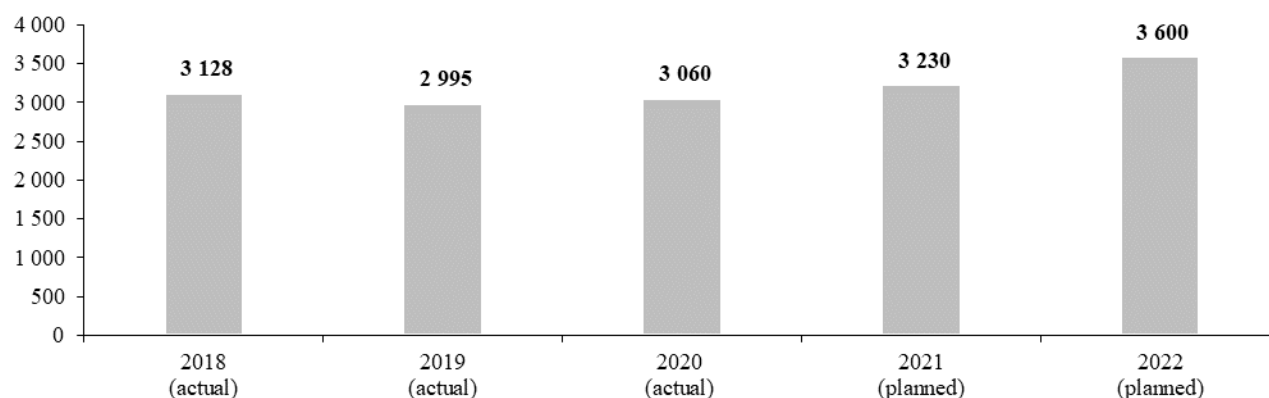
- 11.47 The lesson for the subprogramme was that health is an instrumental component of human capital and, as such, it is impacted by progress in other development areas and, at the same time, it can also positively impact them. Consequently, human capital and, more specifically, health, needs to be placed at the core of policymaking in Africa, because investing in health also means promoting African industrialization, empowering African countries by reducing their dependence on drugs originating outside the continent and patents, and strengthening Africa's integration, particularly taking into account the entry into force of the African Continental Free Trade Area. In applying the lesson, the subprogramme will increase its focus on health issues, in particular, on the interface between health and technology and the way in which digitization and the Free Trade Area can be leveraged to overcome the existing intellectual property barriers and contribute to reducing Africa's dependence on foreign drugs through the implementation of the Pharmaceutical Manufacturing Plan for Africa. The subprogramme will develop, in cooperation with key global and regional partners, an initiative to support African innovators in the patent application process, including through the development of digital solutions and advocacy efforts. The subprogramme will take the opportunity of the increased use of technology and digitization as part of the response to COVID-19 to promote digital solutions that facilitate patent application processes in African countries and reduce costs. In order to achieve the expected result, the Office will leverage its coordination mandate and its academic research network to bring together relevant United Nations entities, such as the World Intellectual Property Organization, and African organizations, such as the African Regional Intellectual Property Organization and the Pan-African Intellectual Property Organization, with academic and research institutes in order to identify the main hurdles faced by African researchers, particularly from the health sector, and specific solutions to simplify the patenting of their work. Furthermore, through its advocacy mandate, the Office will promote the implementation of those solutions, in cooperation with its partners, by organizing policy discussions with African Member States and seeking the support of Africa's development partners

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

- 11.48 This work is expected to contribute to the objective, as demonstrated by the increase in the number of patent applications in Africa by African residents (see figure 11.I).

Figure 11.I

Performance measure: annual number of patent applications in Africa by African residents



Legislative mandates

- 11.49 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

53/92	Causes of conflict and the promotion of durable peace and sustainable development in Africa	66/293	A monitoring mechanism to review commitments made towards Africa's development
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa	74/301	New Partnership for Africa's Development: progress in implementation and international support
58/233	New Partnership for Africa's Development: progress in implementation and international support	74/302	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

Security Council resolutions

[S/PRST/1997/46](#) The situation in Africa

Economic and Social Council resolutions

[E/RES/2020/6](#) Social dimensions of the New Partnership for Africa's Development

Deliverables

- 11.50 Table 11.5 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.5

Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	–	3	3
1. Report of the Secretary-General to the General Assembly on the New Partnership for Africa's Development	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
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
Substantive services for meetings (number of three-hour meetings)	–	–	–	3
5. Formal meetings of the General Assembly	–	–		3
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	2	1	2	6
6. Workshops on Africa's sustainable development, peace and security	2	1	2	2
7. Seminars of the research network	–	–	–	4
Publications (number of publications)	1	–	–	2
8. Publication on the review of commitments made towards Africa's development	1	–	–	–
9. Publications on Africa's sustainable development	–	–	–	2
Technical materials (number of materials)	9	2	11	18
10. Reports on Africa's sustainable development, peace and security	5	1	6	6
11. Policy briefs	4	1	5	6
12. Factsheets	–	–	–	6
C. Substantive deliverables				
Consultation, advice and advocacy: Advice on strengthened consultation and strategic level coordination with African Union institutions and consultations on annual results-oriented workplan for the interdepartmental task force on African affairs; Evidence-based and data-driven advice and policy proposals provided to United Nations leadership and African Member States, including monthly briefs focusing on trends, foresight and policy analysis, as well as the organization of quarterly briefings and the production of materials in support of the participation of African Member States in intergovernmental processes; advocacy activities focused on the prioritization of policy proposals aimed at supporting Africa's transformational agenda, aiming at an audience of at least 200 participants (government and academia) for each advocacy event.				
Databases and substantive digital materials: online knowledge repository with digital copies of the Office's work in at least four official languages of the United Nations; establishment of a permanent, updated and accessible database linked to the United Nations monitoring mechanism; data on United Nations action in Africa made available to complement the Office's reporting mandate; database of African think tanks and non-governmental organizations accessible to stakeholders.				
D. Communication deliverables				
Outreach programmes, special events and information materials: awareness-raising events, toolkits and pamphlets on key issues impacting Africa's sustainable development.				
External and media relations: press releases, press conferences and media dialogues on issues related to Africa's sustainable development, peace and security and human rights in Africa.				
Digital platforms and multimedia content: original products for distribution through social media in at least four official languages of the United Nations weekly; development of original webstories and diverse for the Office's website in at least four official languages of the United Nations on a monthly basis; multimedia documents in all United Nations official languages; incorporation of full accessibility standards to communication and multimedia deliverables issued by the Office.				

Subprogramme 2

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

Objective

- 11.51 The objective to which this subprogramme contributes, is to accelerate the integrated implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development through United Nations system-wide coherence and collaboration and to enhance capacities 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

- 11.52 To contribute to the objective, the subprogramme will promote and strengthen joint planning and implementation through the vehicles of the regional collaborative platform, and 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 promoting tools for identifying and promoting coherence between development, peace and security and human rights, where appropriate, into policies and strategies of selected African Union organs and agencies.
- 11.53 The subprogramme also plans to conduct targeted studies on transboundary issues relevant to Africa's regional transformation and integration drive. The support for regional economic communities and intergovernmental organizations will be carried out in collaboration with the subregional offices and subprogrammes 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.
- 11.54 The subprogramme will collaborate with UNDP and the regional Development Coordination Office in the promotion of coherence in United Nations system-wide support for the African Union and support for resident coordinators and United Nations country teams in the implementation of activities towards the realization of Agenda 2063 and the 2030 Agenda. The subprogramme working with the Office of the Special Adviser on Africa and the Department of Global Communications will continue to support the African Union Development Agency-NEPAD in the context of continental priorities and Africa's development agenda.
- 11.55 The work described above is expected to result in:
- (a) Enhanced United Nations system-wide collaboration at the regional level towards the realization of the 2030 Agenda;
 - (b) Increased and more effective United Nations support for the African Union and its development priorities as reflected in Agenda 2063;
 - (c) Enhanced capacity of member States to develop and implement their national development priorities.
- 11.56 The planned support on issues related to COVID-19 is expected to result in the promotion of coordinated action and support on Africa's initiatives and responses to COVID-19 in addressing the crisis and recovery challenges of the pandemic.

Programme performance in 2020

- 11.57 Programme performance in 2020 includes the result described below, which emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Pooled procurement of COVID-19 vaccines

- 11.58 The subprogramme was instrumental in supporting the United Nations development system and partners, including the African Union Commission, in fast-tracking the implementation of the regional pharmaceutical pooled procurement project and launched the African Medical Supplies Platform – a digital platform enabling African countries to purchase certified medical equipment with increased cost-effectiveness and transparency. In support of an effective COVID-19 response, the regional pharmaceutical pooled procurement, the Platform, was supported in sourcing critically needed supplies in response to the pandemic.

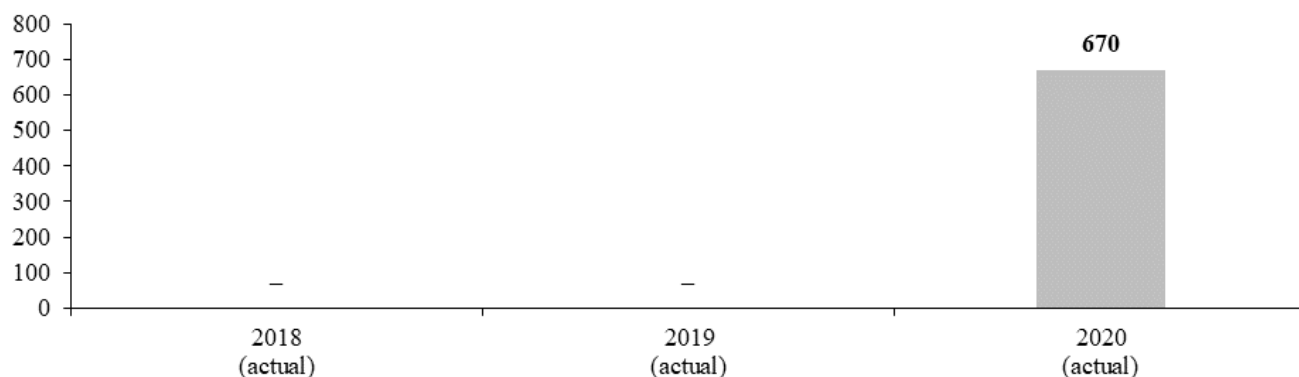
Progress towards the attainment of the objective, and performance measure

- 11.59 This work contributed to the objective, as demonstrated by the ordering of 670 million of doses of COVID-19 vaccines through the African Medical Supplies Platform (see figure 11.II), which is an example of the benefits of the African Continental Free Trade Area for member States through economies of scale and scope and price reductions (see figure 11.II).

Figure 11.II

Performance measure: COVID-19 vaccines ordered through the African Medical Supplies Platform

(Millions of doses)



Impact of COVID-19 on subprogramme delivery

- 11.60 Owing to the impact of COVID-19 during 2020, the subprogramme experienced constraints in its pace and scope of implementation as face-to-face meetings, workshops and training sessions planned could not take place in those formats. The subprogramme had to develop innovative solutions, including the deployment of digital means of implementation.
- 11.61 At the same time, however, the subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives, namely the pharmaceuticals pooled procurement programme leading to the pooled procurement of COVID-19 vaccines. The new deliverables contributed to results in 2020, as specified in the emerging result above.

Planned results for 2022

- 11.62 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: implementation of joint workplans with United Nations agencies, funds and programmes and the African Union: working together to deliver for Africa³

Programme performance in 2020

- 11.63 The subprogramme drafted the report of the United Nations System-wide support for the African Union and its NEPAD Programme, in which it highlighted progress on the implementation of the joint work plans of the United Nations agencies for 2020. The subprogramme, through its analytical, advocacy and convening functions, brought together United Nations system partners such as UNCTAD, the Food and Agriculture Organization of the United Nations (FAO) and WTO to support the ratification of the African Union African Continental Free Trade Area. The subprogramme also took the lead in helping member States to develop and validate national strategies for utilizing the Free Trade Area. The United Nations system in Africa also took part in assessing progress on the implementation of the road map, convened stakeholder meetings, conducted capacity development exercises and proposed the development of a number of resolutions and decisions in support of the African Union theme of the year “Silencing the guns: creating a conducive environment for Africa’s development”, an initiative aimed at taking stock of progress on the implementation of the road map aimed at ending all wars, civil conflicts, gender-based violence and violent conflicts and preventing genocide in the region.
- 11.64 The subprogramme also coordinated stakeholders in advancing joint policies and strategies, for instance the strategy on support for the implementation of the African Union road map on the African Union 2020 theme of the year “Silencing the guns” and the communication strategy for the Joint Labour Migration Programme. The capacity development efforts undertaken by the subprogramme in 2020 included the following: an executive-level capacity development programme; the strengthening of analysis and planning for the achievement of Sustainable Development Goals 1 and 2 in Eastern Africa; support for countries in the harmonization of Agenda 2063 and the 2030 Agenda performance indicator framework for the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods; support for countries on mainstreaming forced displacement into the African Union 2020 theme “Silencing the guns”; guidelines for member States on the development of bilateral labour migration agreements; and the strengthening of national health systems for evidence-based decisions/policy-making on HIV/AIDS and sexual and reproductive health rights.
- 11.65 The work described above contributed to an increase in the number of joint policies to eight and an increase in the number of joint capacity-development initiatives to nine, which exceeded the planned target of five joint policies and seven capacity-development initiatives in the proposed programme budget for 2020.

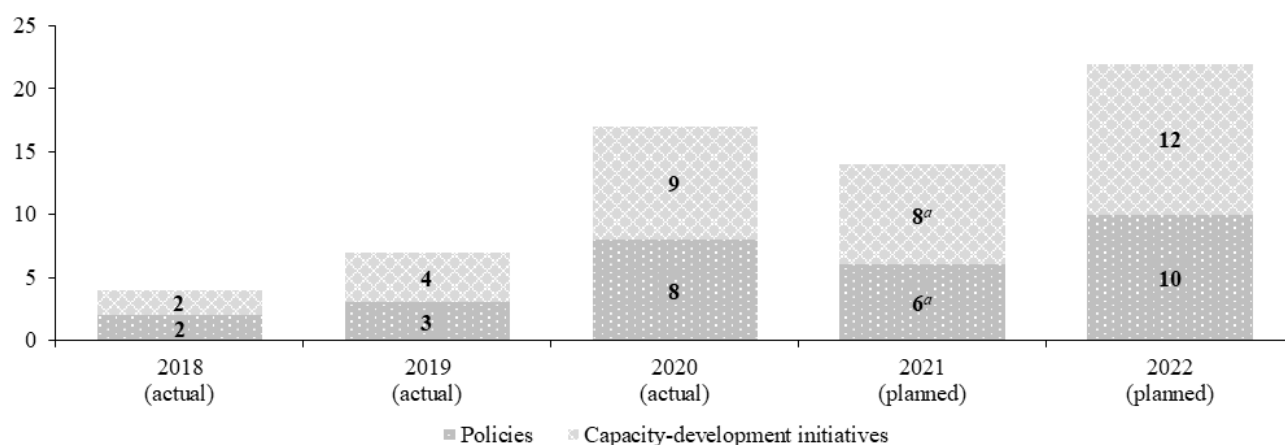
Proposed programme plan for 2022

- 11.66 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue its work on enhancing system-wide coherence under the Regional Collaborative Platform for Africa architecture towards the realization of the 2030 Agenda. More effective support will continue to be provided to the African Union, as will better strategic support for the resident coordinators and United Nations country teams in promoting national development priorities. Collaboration with the Office of the Special Adviser on Africa and the Department of Global Communications will be enhanced in support of the African Union Development Agency-NEPAD in its key priority areas as part of advancing Agenda 2063. The expected progress is presented in the performance measure (see figure 11.III).

³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 11)).

Figure 11.III

Performance measure: number of joint policies and capacity-development initiatives with United Nations agencies, funds and programmes and the African Union (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target has been carried forward from the proposed programme budget for 2021 and reflects best estimates at the point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: ensure coherent and integrated support in the United Nations support to the implementation of Agenda 2063 and the 2030 Agenda⁴

Programme performance in 2020

- 11.67 In 2020, the subprogramme initiated four subregional studies on the linkages among development, peace and security, human rights and humanitarian affairs by first holding an inception meeting with stakeholders including the Office of the Special Adviser on Africa and the Office for the Coordination of Humanitarian Affairs, which led to the development of terms of reference. To this end the subprogramme held an expert group meeting on the subregional studies, with a focus on consolidating the comments and strengthening the conflict prevention focus, and discussed the need to promote coherence between these pillars in policies, where appropriate.
- 11.68 The work described above contributed to a consensus reached by regional experts, the African Union Commission and the regional economic communities on a methodology to enhance integrated policies and strategies of African Union organs and agencies for the implementation of Agenda 2063 and the 2030 Agenda for the subregional studies, which met the planned target reflected in the approved programme budget for 2021.

Proposed programme plan for 2022

- 11.69 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will develop mainstreaming guidelines for the linkages to ensure increased effectiveness and impact, especially with regard to conflict prevention in development and humanitarian action. The expected progress is presented in the performance measure (see table 11.6).

⁴ As reflected in the approved programme budget for 2021 (A/75/6/Add.1).

Table 11.6
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
	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	African Union Commission and the regional economic communities reaching a consensus on methodology to enhance integrated policies and strategies of African Union organs and agencies for the implementation of Agenda 2063 and the 2030 Agenda for the subregional studies	Adoption of a road map to enhance integrated approaches in the implementation of the 2030 Agenda and Agenda 2063 in policies and strategies of at least two African Union organs and agencies	At least one policy and one strategy of the African Union organs and agencies promote an integrated approach for the implementation of the 2030 Agenda and Agenda 2063

^a To maintain accountability for initial programme plans, the 2021 target has been carried forward from the approved programme budget for 2021 and reflects best estimates at the point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: the role of digitization and the African Continental Free Trade Area for building forward and building better

Proposed programme plan for 2022

- 11.70 The Africa Continental Free Trade Area was launched on 1 January 2021. The Free Trade Area is one of the African Union priority initiatives, which stands to benefit all countries by increasing intra-Africa trade. Throughout 2020 and 2021, the subprogramme, jointly with UNECA, has supported countries in ratifying the Free Trade Area. Member States that have already ratified the agreement were assisted in producing national strategies for harnessing the benefits of the Free Trade Area.

Lessons learned and planned change

- 11.71 The lesson for the subprogramme was the importance of digital platforms for disseminating information on initiatives and collecting data and identifying fruitful initiatives through the ratification and national strategy development. More needs to be done in order to promote industrialization, the creation of tradeable complete manufactured products and to ease the conduct of business through e-commerce. In applying the lesson, the subprogramme will promote programmes and projects that contribute towards making the African Continental Free Trade Area beneficial for all countries and ensure that all initiatives have a digital component. Through the Africa Regional Collaborative Platform opportunity and issue-based coalitions, the subprogramme

will promote the utilization of the Free Trade Area by identifying and piloting regional value chains involving three or more member States to create tradeable products and will promote the creation of additional continental online trading markets for the products. In particular, the subprogramme plans to promote the establishment of an e-commerce platform, which will also reflect the data and statistics on trade.

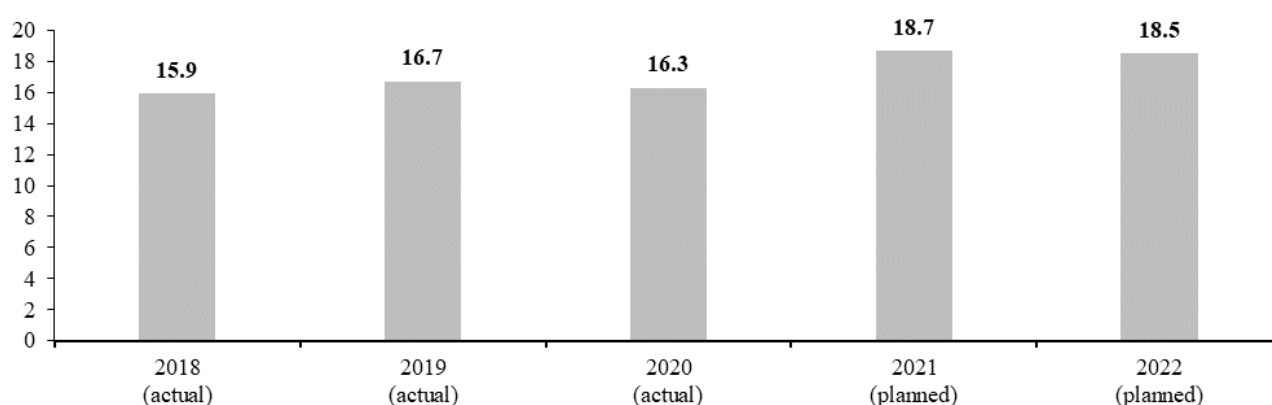
Expected progress towards the attainment of the objective, and performance measure

- 11.72 This work is expected to contribute to the objective, as demonstrated by an increase in the percentage of intra-Africa trade as a percentage of total trade (see figure 11.IV)

Figure 11.IV

Performance measure: share of intra-African trade in the total trade of Africa

(Percentage)



Legislative mandates

- 11.73 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	71/254	Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027
61/296	Cooperation between the United Nations and the African Union		
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	71/320; 73/335	New Partnership for Africa's Development: progress in implementation and international support

Economic and Social Council resolutions

671 A (XXV)	Terms of reference of the Economic Commission for Africa	2020/23	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields		

Deliverables

- 11.74 Table 11.7 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.7

Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	3	1	4
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	—	—
3. Report of the retreat of clusters of the Regional Coordination Mechanism for Africa and subregional coordination mechanisms (expert body)	1	1	—	—
4. Report on capacity development related to Agenda 2063 and the 2030 Agenda	—	—	1	1
5. Report of the annual session of the Regional Collaborative Platform for Africa (expert body)	—	—	—	1
6. Report of the retreat of Opportunity and Issues Based Coalitions of the Regional Collaborative Platform (expert body)	—	—	—	1
Substantive services for meetings (number of three-hour meetings)	12	2	8	18
7. Annual session of the Regional Coordination Mechanism for Africa	4	1	—	—
8. Annual session of the Africa-Regional Collaborative Platform	—	—	—	2
9. Session of the subregional coordination mechanisms	4	—	—	—
10. African Union-United Nations meetings	—	—	—	4
11. Annual retreat of the Regional Coordination Mechanism for Africa and subregional coordination mechanisms	4	—	—	—
12. Annual retreats/meetings of the Africa-Regional Collaborative Platform	—	1	—	8
13. Meetings on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	—	—	8	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	—	1	2
14. Fellowship on the linkages among development, peace and security, and human rights ^a	1	—	1	—
15. Technical cooperation project on the African Union Development Agency-NEPAD partnership	—	—	—	1
Seminars, workshops and training events (number of days)	—	—	4	6
16. Workshop on collaboration in the Africa-Regional Collaborative Platform	—	—	—	2
17. Workshops on capacity development and partnerships related to Agenda 2063 and the 2030 Agenda	—	—	4	4
Publications (number of publications)	4	6	3	5
18. Progress report of Regional Coordination Mechanism for Africa clusters	1	1	—	—
19. Progress report of the Africa-Regional Collaborative Platform Opportunity and Issues Based Coalitions	—	—	—	1
20. Progress report of subregional coordination mechanisms	1	1	—	—
21. Progress report of the Africa-Regional Collaborative Platform on the implementation of African Union-United Nations Frameworks and initiatives	—	—	—	1
22. Publication on topics specific to the work of the Regional Coordination Mechanism for Africa	1	—	—	—
23. Publication on topics specific to the work of the Africa-Regional Collaborative Platform	—	4	—	1

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
24. Publication on Agenda 2063 and the 2030 Agenda	–	–	1	1
25. Publications on topics related to African Union organs and agencies	1	–	2	1
Technical materials (number of materials)	2	1	4	4
26. Report on progress on decisions of the Africa-Regional Collaborative Platform	–	1	–	1
27. Web-based information on the work of the subprogramme	–	–	1	1
28. Guidelines and policy papers	2	–	3	2

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 the six regional economic communities; 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 with up-to-date content on the work of the subprogramme.

^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

- 11.75 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

- 11.76 To contribute to the objective, the subprogramme will develop global comprehensive editorial plans on priority issues affecting Africa, including generating support in Africa and beyond for the African Union Development Agency-NEPAD and the African Union Agenda 2063, and for the achievement of the 2030 Agenda for Sustainable Development, as well as in support of the work of the Office of the Special Adviser on Africa and the Economic Commission for Africa (ECA) and their advocacy strategies. This is under the umbrella of the strategy of the Africa Section of the Department of Global Communications, which supports a shift to a digital focus, and in line with the new Global Communications Strategy. The aim is also to ensure that such plans are implemented in coordination with the rest of the Department of Global Communications, the United Nations Communications Group, the Regional Collaborative Platform for Africa, and the United Nations system as a whole.
- 11.77 Activities will include producing external communications content, including through the Africa Renewal digital platforms, background notes, media advisories and other public information for use by external media, both African and international, and the provision of external communications support to the Office of the Special Adviser on Africa. Select content will be produced or translated into languages including French, Kiswahili and Chinese.
- 11.78 The work described above is 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.

Programme performance in 2020

Credible information in a pandemic and “infodemic”

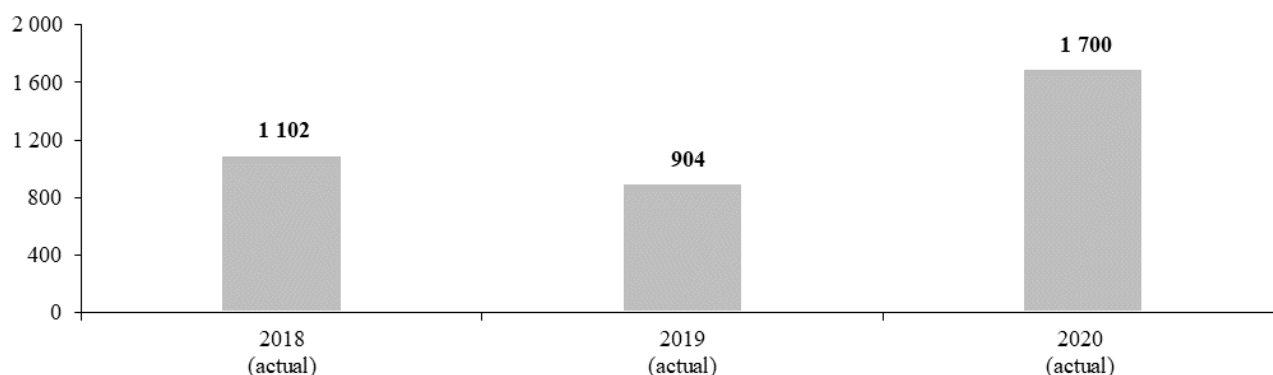
- 11.79 The current ongoing “infodemic” – an avalanche of misinformation, fake news and far-reaching rumours – has been exacerbated during the COVID-19 pandemic. In particular with regard to the disease, media and other information distributors were seeking credible information about COVID-19, how to stop its spread and the efforts that were under way to tackle the disease. To achieve the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa, and in particular the continental and United Nations response to COVID-19, the subprogramme increased its COVID-19-related advocacy content, which is offered free of charge to 275 media institutions and platforms on the continent and beyond. The content included interviews with United Nations and African Union experts and officials such as the directors of the World Health Organization Regional Office for Africa and the Africa Centres for Disease Control and Prevention, the Chief Executive Officer of the African Union Development Agency-NEPAD, the Secretary-General of the African Continental Free Trade Area Secretariat, an op-ed by the Deputy Secretary-General on United Nations support for countries to respond and build back better, and a campaign to celebrate health-care workers on the COVID-19 frontline in Africa. The subprogramme further amplified the United Nations own Verified campaign, aimed at addressing misinformation, and featured efforts by the main pan-African broadcaster, MultiChoice, which is a collaborator of the initiative. The content consistently featured advocacy messages on addressing the pandemic.
- 11.80 As part of a broader United Nations effort, the subprogramme also supported the African Union theme for 2020, “Silencing the guns: creating a conducive environment for Africa’s development”, and the associated campaign “Silencing the guns by 2020” by producing articles and social media content to raise awareness of the campaign and provide factual information about activities taking place, including during Africa Amnesty Month in September. The subprogramme also amplified the Secretary-General’s various calls for a global ceasefire to enable countries to respond to COVID-19, as well as to address gender-based violence, which saw an increase due to the pandemic. As part of the campaign, the subprogramme also provided external communications support to subprogramme 1 for the Africa Dialogue Series 2020, which had the theme “COVID-19 and silencing the guns in Africa: challenges and opportunities”. This included media advisories, outreach to journalists and United Nations information centres and social media coverage. Fourteen articles produced during the year on “Silencing the guns” were published by 65 media outlets in 12 countries, including Ethiopia, Ghana, Kenya and Nigeria. The United Nations was a leading voice in supporting the African Union in promoting the campaign using the #SilencingtheGuns hashtag.

Progress towards the attainment of the objective, and performance measure

- 11.81 This work contributed to the objective as demonstrated by the republishing of *Africa Renewal* articles 1,700 times in both English and French in more than 530 media outlets (including as Modern Ghana, The Will Nigeria, Bulawayo24, Nation Media Group, Trade Law Centre (TRALAC), CNBC, MSN.com, Flipboard and Medium) in 43 countries around the world (these including Botswana, Ethiopia, France, Germany, Ghana, Kenya, Morocco, Namibia, Nigeria, Poland, Switzerland, Thailand, United Arab Emirates, Uganda, the United Kingdom of Great Britain and Northern Ireland, the United States of America and Zimbabwe). The articles were focused on priority issues related to the continent, specifically on the following: the impact of COVID-19 and the response; the “Silencing the guns” campaign; gender equality and women’s empowerment, youth and climate change (see figure 11.V).

Figure 11.V

Performance measure: annual number of *Africa Renewal* articles republished in media and online platforms globally



Impact of COVID-19 on subprogramme delivery

- 11.82 In response to the pandemic, the subprogramme identified new activities to support Member States on issues related to COVID-19, within the overall scope of its objectives. The subprogramme reorganized its work, with content shifting focus to Africa's response to the pandemic, and proactively coordinated with key partners – the Office of the Special Adviser on Africa, the African Union, the African Union Development Agency-NEPAD and ECA. The subprogramme specifically conducted interviews with United Nations and African Union officials on continent-wide efforts to ramp up COVID-19 testing, the socioeconomic impact of the pandemic and efforts by institutions and individuals to produce masks and sanitizers, sensitize people on the pandemic, tackle misinformation and address the fears of the public. The subprogramme's plan to support the African Union "Silencing the guns by 2020" campaign was also used to promote the Secretary-General's call for a global ceasefire to fight COVID-19. Unable to physically produce and distribute hard copies of the *Africa Renewal* magazine, the subprogramme substantially increased its digital content production. The new activities and deliverables contributed to results in 2020, as specified in the emerging result above.

Planned results for 2022

- 11.83 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: *Africa Renewal* goes digital⁵

Programme performance in 2020

- 11.84 The subprogramme continued to increase its digital channels in 2020, accelerated by the inability to print and distribute physical print copies of the *Africa Renewal* magazine. The subprogramme produced more news-related and multimedia content on a regular basis and curated a monthly e-newsletter to help drive online traffic to the website (un.org/Africarenewal/). The subprogramme also introduced an audio option for select articles online as an additional way to reach audiences, in particular in Africa. The Department of Global Communications also ran an online campaign on *Africa Renewal* platforms to celebrate health-care workers who are on the COVID-19 frontline. The 15 individuals featured came from countries including Angola, Botswana, Cameroon, Egypt, the Gambia, Kenya, Namibia, Nigeria, Sierra Leone and the Sudan.

⁵ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 11)).

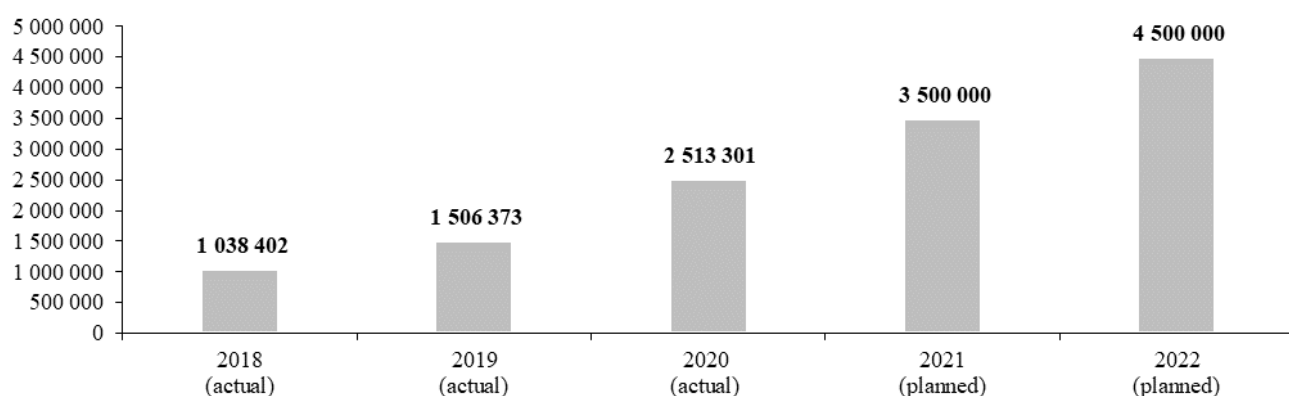
- 11.85 The work described above contributed to 4.5 million visitors to the *Africa Renewal* website, which exceeded the target of 2,750,000 visitors to the *Africa Renewal* website in the proposed programme budget for 2020.
- 11.86 Furthermore, the work described above also contributed to an increasing number of pageviews of the website by 66.8 per cent, from 1,506,373 in 2019 to 2,513,301 in 2020. The subprogramme is using page views, rather than number of site visits, as the updated performance measure as they are a more detailed and accurate measure of how users interact with the *Africa Renewal* website.

Proposed programme plan for 2022

- 11.87 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will focus on sharpening the website's information architecture, to improve the user experience, and increasing audio options, including podcasts, as a way to take advantage of the digital transformation on the continent while helping to bridge the digital divide. The expected progress is presented in the performance measure (see figure 11.VI).

Figure 11.VI

Performance measure: annual number of page views of the *Africa Renewal* website



Result 2: highlighting Africa's challenges and priorities in a digital and multilingual world⁶

Programme performance in 2020

- 11.88 The subprogramme focused in 2020 on changing its content production in view of the COVID-19 pandemic, in order to fulfil its mandate, resulting in more *Africa Renewal* stories published online in English and French and select content translated into two additional languages: Kiswahili and Chinese. In 2020, the subprogramme increased the number of Kiswahili articles from 26 in 2019 to 33. The number of articles translated into Chinese dropped from 31 in 2019 to 24 owing to the pandemic-related temporary closure of the partner university that assists with translation. At the same time, efforts were initiated towards a new social media strategy to accompany the subprogramme's editorial direction.
- 11.89 The work described above contributed to 211,387 combined followers on the *Africa Renewal* Facebook and Twitter accounts, which did not meet the planned target of 214,000 in the proposed programme budget for 2021, mainly owing to the subprogramme's focus on quickly shifting and ramping up production of more COVID-19 content, which was offered to media houses for republishing.

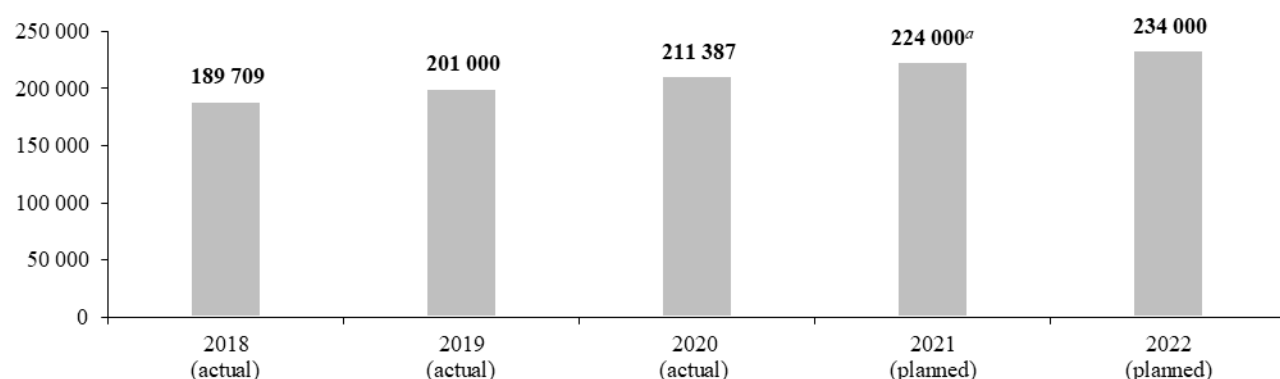
⁶ As reflected in the proposed programme budget for 2021 (A/75/6 (Sect. 11)).

Proposed programme plan for 2022

- 11.90 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will increase its engagement with social media influencers, academic institutions, creative communities and other stakeholders as amplifiers of *Africa Renewal* social media content. The subprogramme will also collaborate more closely with the main United Nations social media team on a social media strategy that is fit for purpose in the evolving context. The expected progress is presented in the performance measure (see figure 11.VII).

Figure 11.VII

Performance measure: number of followers of the *Africa Renewal* social media accounts (cumulative)



^a To maintain accountability for initial programme plans, the 2021 target has been carried forward from the proposed programme budget for 2021 and reflects best estimates at the point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: the role of digitalization and the African Continental Free Trade Area for building forward and building better

- 11.91 The COVID-19 pandemic had a severe impact on the economies of Africa. At the same time, while global value chains were disrupted, Governments and people across the continent used digital technology to innovate. They created much-needed products and delivered services, information, social assistance and payments, including as part of stimulus packages. In 2020, Global System for Mobile Communications (GSMA), in its report “The Mobile Economy Sub-Saharan Africa 2020” stated that Africa is expected to reach 600 million unique mobile subscribers by 2025. This, combined with the digitalization efforts of the recently launched trading under the African Continental Free Trade Area, will accelerate the continent’s structural and digital transformation plans, making it easier to communicate, trade and access services online, including those provided in the context of COVID-19 recovery, for example booking a vaccination appointment online.
- 11.92 Taking into account its objective, to achieve the informed understanding and engagement of a global audience in support of the economic, political and social development of Africa, the subprogramme in 2020 prioritized its coverage of the COVID-19 response innovations, as well as the then-upcoming African Continental Free Trade Area as a driver of socioeconomic recovery. The subprogramme covered stories of innovations in Africa, including the use of telehealth in Nigeria, and profiled a Kenyan biomedical engineering student who created a mechanical ventilator and a Sierra Leonean technologist who developed an app to assist with contact tracing. The articles also showcased different homegrown online campaigns to tackle misinformation such as the UNESCO #DontGoViral campaign, which started in Uganda, #DefyHate in South Sudan and the effort of the United Nations Verified campaign collaborator, pan-African broadcaster MultiChoices with its Talent Factory content production. At the same time, the subprogramme published and amplified several interviews and articles with the Secretary-General of the Free Trade Area Secretariat on digital innovations or solutions as a force for trade, the acting Executive Director of the International

Trade Centre on innovation needed for small business to survive COVID-19 impact and how a strong intellectual property regime in the Free Trade Area context will help drive growth.

Lessons learned and planned change

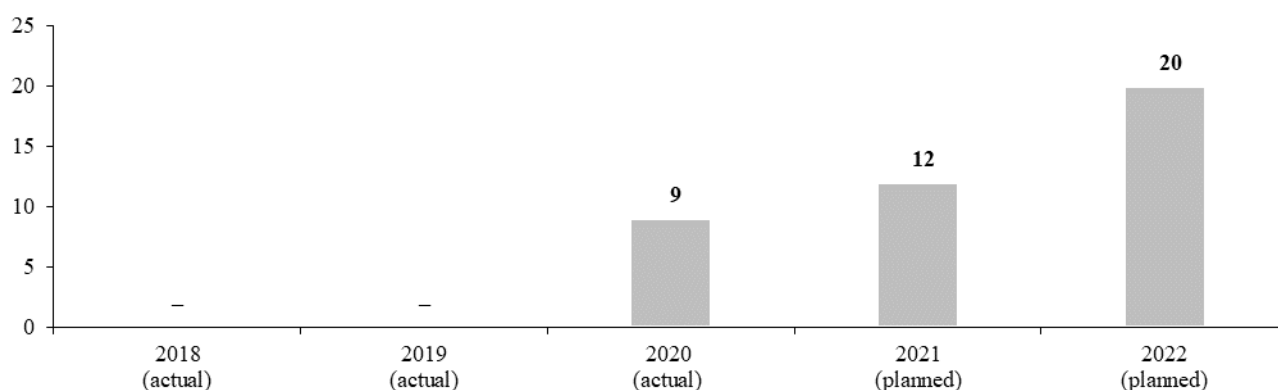
- 11.93 The lesson for the subprogramme was that digitalization in Africa will not only help address the health-related aspects of the pandemic but will also be a driver of the continent's socioeconomic recovery. In applying the lesson, the subprogramme will increase its focus on showcasing both institutional and individual solutions-focused content on these themes.

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

- 11.94 This work is expected to contribute to the objective, as demonstrated by the increase in the number of individual profiles, stories, op-eds and articles published on people in Africa specifically engaged in digital solutions for health and for trade in the context of the African Continental Free Trade Area. In 2020, the subprogramme covered nine of these stories across its platforms (see figure 11.VIII).

Figure 11.VIII

Performance measure: annual number of *Africa Renewal* articles published with a focus on digitalization



Legislative mandates

- 11.95 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	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
54/234	The causes of conflict and the promotion of durable peace and sustainable development in Africa	60/109 B	Questions relating to information: United Nations public information policies and activities

Deliverables

- 11.96 Table 11.8 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 11.8

Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
B. Generation and transfer of knowledge				
Publications (number of publications)				
1. <i>Africa Renewal</i> magazine	6	–	6	–
2. <i>Africa Renewal</i> curated e-newsletter	6	18	–	24
D. Communication deliverables				
Outreach programmes, special events and information materials: partnerships with over 200 editors and writers in major media houses in Africa and other countries, education institutions, civil society organizations and creative communities to republish and amplify <i>Africa Renewal</i> content 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, the General Assembly and African Union flagship events; contributions to the work of the Regional Collaborative Platform and the interdepartmental task force on African affairs; publicity in support of international, regional and local initiatives and campaigns that foster or have an impact on Africa's economic and social development.				
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; public information material including media advisories.				
Digital platforms and multimedia content: digital products and written and audio content for digital platforms, including websites, social media accounts, e-newsletters, audio content, mobile phone apps and social media accounts.				

B. Proposed post and non-post resource requirements for 2022

Overview

11.97 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 11.9 to 11.11.

Table 11.9

Overall evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Posts	7 333.5	6 725.7	–	–	89.3	89.3	1.3	6 815.0
Other staff costs	52.6	161.3	–	–	–	–	–	161.3
Hospitality	–	1.5	–	–	–	–	–	1.5
Consultants	191.1	144.3	–	–	(17.6)	(17.6)	(12.2)	126.7
Experts	34.7	237.1	–	–	80.5	80.5	34.0	317.6
Travel of staff	100.9	180.7	–	–	45.1	45.1	25.0	225.8
Contractual services	129.1	296.0	–	–	7.4	7.4	2.5	303.4
General operating expenses	81.6	56.3	–	–	(12.3)	(12.3)	(21.8)	44.0
Supplies and materials	1.8	9.6	–	–	(2.6)	(2.6)	(27.1)	7.0
Furniture and equipment	52.7	11.1	–	–	(0.5)	(0.5)	(4.5)	10.6
Grants and contributions	6.9	–	–	–	–	–	–	–
Total	7 984.8	7 823.6	–	–	189.3	189.3	2.4	8 012.9

Table 11.10

Overall proposed posts and post changes for 2022^a

(Number of posts)

	Number	Details
Approved 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
Redeployments	–	1 USG, 1 P-5, 2 P-4, 1 P-3, 1 GS (PL) and 5 GS (OL) from subprogramme 1 to executive direction and management
Establishment	1	1 P-3 under subprogramme 1
Proposed for 2022	44	1 USG, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 13 P-3, 1 P-2/1, 1 GS (PL), 8 GS (OL), 1 LL

^a More information on post changes is reflected in annex III.

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

Table 11.11
Overall post resources by category and grade

(Number of posts)

Category and grade	Changes				Total	2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	—	—	—	1	1
D-2	1	—	—	—	1	1
D-1	2	—	—	—	2	2
P-5	6	—	—	—	6	6
P-4	10	—	—	—	10	10
P-3	12	—	—	1	13	13
P-2/1	1	—	—	—	1	1
Subtotal	33	—	—	1	34	34
General Service and related						
Principal level	1	—	—	—	1	1
Other level	8	—	—	—	8	8
Subtotal	9	—	—	—	9	9
Other						
Local level	1	—	—	—	1	1
Subtotal	1	—	—	—	1	1
Total	43	—	—	—	44	44

11.98 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 11.12 to 11.14 and figure 11.1X.

11.99 As reflected in tables 11.12 (1) and 11.13, the overall resources proposed for 2022 amount to \$8,012,900 before recosting, reflecting a net increase of \$189,300 (or 2.4 per cent) compared with the appropriation for 2021. Resource changes result from one factor, namely, other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 11.12

Overall evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Changes			2022 estimate (before recosting)
					Other	Total	Percentage	
A. Executive direction and management	—	—	—	—	1 644.3	1 644.3	—	1 644.3
B. Programme of work								
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	5 726.8	5 898.0	—	—	(1 455.0)	(1 455.0)	(24.7)	4 443.0
2. Regional coordination of and support for the New Partnership for Africa's Development	1 043.3	657.3	—	—	—	—	—	657.3
3. Public information and awareness activities in support of the New Partnership for Africa's Development	1 214.7	1 268.3	—	—	—	—	—	1 268.3
Subtotal, 1	7 984.8	7 823.6			189.3	189.3	2.4	8 012.9

(2) *Extrabudgetary*

Component/subprogramme	2020 expenditure	2021 estimate	Total change	Percentage	2022 estimate
A. Executive direction and management	—	—			—
B. Programme of work					
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	21.5	597.6	309.8	51.8	907.4
2. Regional coordination of and support for the New Partnership for Africa's Development	—	—	—	—	—
3. Public information and awareness activities in support of the New Partnership for Africa's Development	—	—	—	—	—
Subtotal, 2	21.5	597.6	309.8	51.8	907.4
Total	8 006.3	8 421.2	499.1	5.9	8 920.3

Table 11.13

Overall proposed posts for 2022 by source of funding, component and subprogramme

(Number of posts)

Regular budget

Component/subprogramme	Changes				Total	2022 proposed
	2021 approved	Technical adjustments	New/ expanded mandates	Other		
A. Executive direction and management	–	–	–	11	11	11
B. Programme of work						
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	31	–	–	(10)	(10)	21
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
Total	43	–	–	1	1	44

Table 11.14

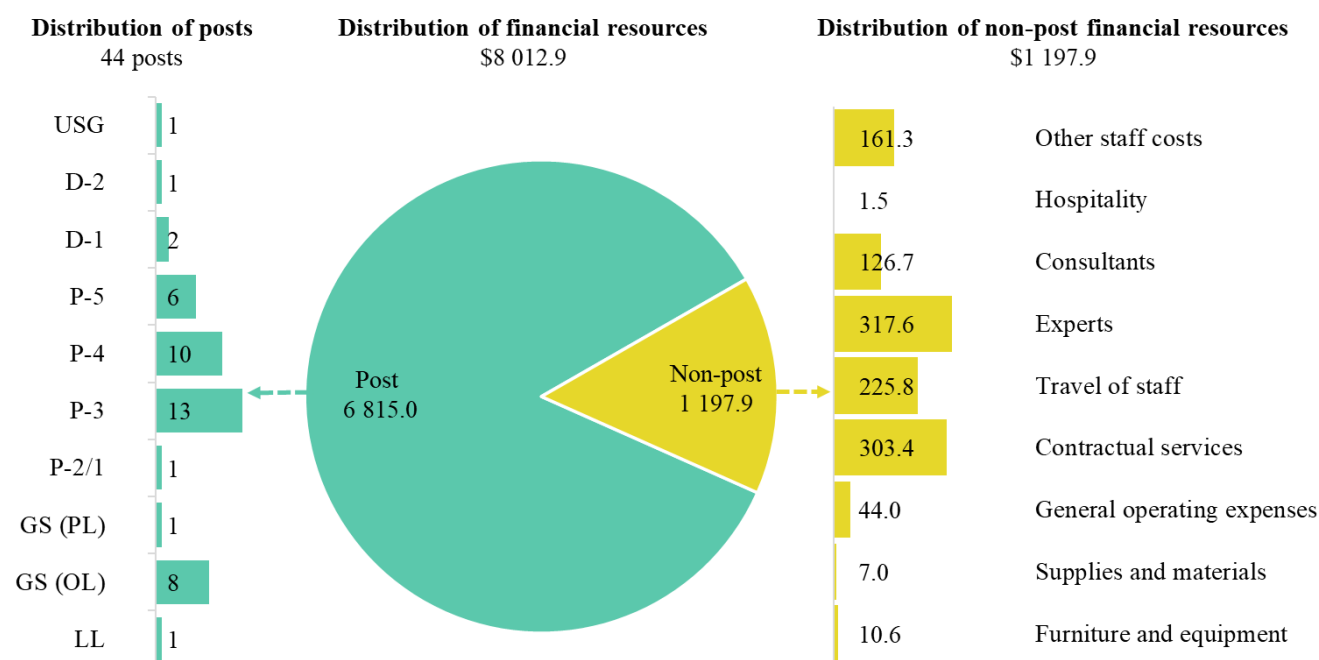
Overall evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes						2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage
Financial resources by main category of expenditure							
Post	7 333.5	6 725.7	–	–	89.3	89.3	1.3
Non-post	651.3	1 097.9	–	–	100.0	100.0	9.1
Total	7 984.8	7 823.6	–	–	189.3	189.3	2.4
Post resources by category							
Professional and higher		33	–	–	1	1	3.0
General Service and related		10	–	–	–	–	–
Total		43	–	–	1	1	2.3

Figure 11.IX
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

11.100 As reflected in table 11.12 (1), resource changes reflect a net increase of \$189,300 as follows:

- (a) **Executive direction and management.** Resources in the amount of \$1,644,300 are proposed to be redeployed from subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development to a new executive direction and management component that is proposed to be established to address two of the four critical recommendations made by OIOS in its regular evaluation of programme 9 as referred to in paragraph 11.20 above. In particular, the executive direction and management component is expected to increase coherence and coordination in the planning, monitoring and implementation of the programme in order to ensure the delivery of a whole of programme strategy for which the Special Adviser has overall accountability, as indicated by OIOS. It is also expected to result in a systematic engagement with stakeholders, in particular the African Group, on all the activities of the three subprogrammes. Furthermore, the operationalization of planning and data management functions within the executive direction and management component will ensure that the deliverables produced in implementation of the programme are based on sound data and evidence analysis, increasing their objectivity and reliability. It will also enable activities to be linked to clear deliverables and results in order to enable real-time monitoring and evaluation of the programme's effectiveness. The establishment of the executive direction and management component would also result in a strategic approach to communications as a key aspect for programme delivery, by streamlining it into all programme activities and strengthening the coordination between subprogramme 3, which is focused on communications, and the communication aspects of the other two subprogrammes. The resources redeployed from subprogramme 1 are as follows:

- (i) An increase of \$1,473,900 under posts resulting from the proposed inward redeployment of 11 posts (1 Under-Secretary-General, 1 P-5, 2 P-4, 1 P-3, 1 General Service (Principal level), 5 General Service (Other level)) from subprogramme 1, as follows:
 - a. Eight posts (1 Under-Secretary-General, 1 P-4, 1 General Service (Principal level) and 5 General Service (Other level)) to the Office of the Under-Secretary-General. In addition to the Under-Secretary-General, the posts would comprise a Programme Management Officer (P-4), a Senior Programme Management Assistant (General Service (Principal level)), a Programme Management Assistant (General Service (Other level)), two Staff Assistants (General Service (Other level)) and two Team Assistants (General Service (Other level)). The pooling of General Service staff in the Office of the Under-Secretary-General would increase effectiveness in the provision of administrative, logistic and substantive support to the programme implementation and, in particular, to subprogramme 1, by enabling the specialization of support services and addressing new requirements linked to the operationalization of the data management and strategic planning capacities;
 - b. Three posts (1 P-5, 1 P-4 and 1 P-3)) to a new Strategic Management Unit, which would comprise a Senior Programme Management Officer (P-5), a Public Information Officer (P-4) and a Programme Management Officer (P-3). The establishment of an independent unit within the Office of the Under-Secretary-General will ensure the existence of a dedicated capacity to enable consistent and coherent implementation of the strategic management functions throughout the three subprogrammes;
- (ii) An increase of \$170,400 under non-post resources resulting from the redeployment of resources from subprogramme 1 as follows:
 - a. Other staff costs (\$46,600), including general temporary assistance (\$40,700) to address temporary support required in order to operationalize the data management function in the Office, as well as overtime (\$5,900) to address times of peak requirements in particular during the Africa Dialogue Series;
 - b. Hospitality (\$1,500) to cover official functions of the Office and hospitality related to the sessions of the Africa Dialogue Series;
 - c. Contractual services (\$16,500), general operating expenditures (\$5,800), supplies and material (\$1,000) and furniture and equipment (\$3,000) related to the proposed redeployed posts;
 - d. Travel of staff (\$96,000) for the Under-Secretary-General to engage with Governments and other African stakeholders in person, as well as to fulfil the representational responsibilities linked to the position as the United Nations Special Adviser on Africa. While the COVID-19 pandemic has shown that it is possible to promote efficiencies through the use of virtual platforms instead of travel, it has also proved that in-person meetings and participation continue to be necessary, in particular at the highest level. In this regard, it is expected that the Under-Secretary-General will have to participate in person in global conferences on African issues, as well as undertake missions to promote coordination of United Nations entities with regard to their activities in Africa and foster policy advocacy initiatives launched by the Office.
- (b) **Subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development.** The net decrease of \$1,455,000 results from the redeployment of resources in the amount of \$1,644,300 to the new executive direction and management component, as explained above, partly offset by an increase in the amount of \$189,300 attributable to the proposed establishment of one new P-3 post (\$89,300) and additional non-post resources (\$100,000) as explained below:

- (i) A net decrease of \$1,384,600 under posts resulting from the proposed outward redeployment of 11 posts (1 Under-Secretary-General, 1 P-5, 2 P-4, 1 P-3, 1 General Service (Principal level), 5 General Service (Other level)) to the executive direction and management component as explained above (\$1,473,900); partly offset by the proposed establishment of a post of Data Analyst (P-3) (\$89,300). As indicated in paragraph 11.24 above, the subprogramme plans to provide policy advice based on trend and foresight analysis on critical and emerging issues affecting Africa. The establishment of a post of Data Analyst (P-3) would contribute to increasing the Subprogramme's capacity to analyse data to inform its policy and advocacy products, particularly in view of the increased needs for data analysis to address the post-COVID-19 recovery. The Data Analyst would in particular interpret all the data that will be coming through the United Nations monitoring mechanism platform once operationalized, as well as other various data flows that the Office is planning to establish to improve the quality of its analysis.
- (ii) In addition, to strengthen cross-fertilization, reinforce the policy focus in the advocacy and coordination activities and promote coherence between the Policy and Monitoring Branch and the Advocacy and Partnerships Branch, which implement subprogramme 1, it is proposed to integrate them into a new Division for Policy, Monitoring and Global Advocacy, which would be headed by a Director (D-2). While the Under-Secretary-General would be responsible for the management of the programme as a whole, with the support of the immediate office and the Strategic Management Unit under the executive direction and management component, the Director would be responsible for the substantive oversight of subprogramme 1. Following an assessment of the skills and capacities of the staff in the two Branches, and in order to align the functional needs of the Office with the existing skills and career development expectations of staff members, the current posts will be redistributed between the Branches to align existing resources and capacities with the functions of each of the organizational units and ensure that all organizational units have the necessary capacities to undertake their responsibilities in the most efficient way. As a result, the Policy and Monitoring Branch would comprise 10 posts (1 D-1, 1 P-5, 2 P-4, 5 P-3 and 1 P-2/1) and the Advocacy and Partnerships Branch would comprise 10 posts (1 D-1, 2 P-5, 3 P-4 and 4 P-3), whose functions would be similar to those for which they were approved.
- (iii) A net decrease of \$70,400 under non-post resources resulting from:
 - a. The redeployment of resources to Executive direction and management (\$170,400) as explained above, under other staff costs (\$46,600), hospitality (\$1,500), travel of staff (\$96,000), contractual services (\$16,500), general operating expenditures (\$5,800), supplies and material (\$1,000) and furniture and equipment (\$3,000);
 - b. A decrease in consultancies (\$17,600), taking into account the expected increase in the Subprogramme's internal capacities, as a result of the realignment of functions to maximize the staff's skills and competencies, as well as the provision of capacity-building, training and coaching support to staff;
 - c. Reductions under general operating expenditures (\$8,400), supplies and material (\$600) and furniture and equipment (\$500) related to the anticipated continuation of reduced physical office presence and a reduction of information and communications technology requirements, partly offset by:
 - i. Additional resources for experts (\$80,500) to respond to the reorientation of the Subprogramme's advocacy functions towards policy advocacy activities addressed to key policymakers, which would require the organization of meetings at the ministerial level, mostly for the benefit of the least developed countries;
 - ii. Additional resources for travel of staff (\$45,100) for the organization of high-level meetings on illicit financial flows; remittances; science, technology and

innovation; and public service delivery as a tool for promoting durable peace. COVID-19 has revealed that the digital divide continues to impact Africa and, as a result, the continent has no digital infrastructure to ensure stable internet connections. In this regard, policy-focused meetings with a very specific audience in areas that are key for the recovery will require in-person meetings in order to ensure that there is the necessary level of interaction to reach decisions that lead to building forward and building better;

- iii. Increases in contractual services (\$1,500) for the common services costs for the proposed new post of Data Analyst (P-3).

Extrabudgetary resources

- 11.101 As reflected in table 11.12 (2), the Office of the Special Adviser on Africa aims to increase extrabudgetary resource mobilization to contribute to the increased resource needs. It expects to receive increased cash contributions, which would complement regular budget resources and continue to support the implementation of its mandates. In 2022, projected extrabudgetary resources (cash contributions) of \$907,360 would be used to strengthen the Office's capacities in policy analysis and data management and to carry out policy advocacy projects in cooperation with other United Nations entities.
- 11.102 The extrabudgetary resources under subprogramme 1 are subject to the oversight of the Office of the Special Adviser on Africa based on delegated authority from the Secretary-General.

Executive direction and management

- 11.103 The executive direction and management component would comprise the Office of the Under-Secretary-General and a new Strategic Management Unit. The overall responsibilities of the executive direction and management component include the following functions:
 - (a) To represent the programme and facilitate the interaction of the three subprogrammes with other entities and stakeholders;
 - (b) To contribute to and facilitate debate among member States, particularly the African Group, on the strategic direction of programme 9;
 - (c) To develop a forward-looking strategy for the activities of programme 9 to respond to emerging and foreseeable priorities of African member States and the African Union;
 - (d) To coordinate the joint planning and performance monitoring of programme 9 and to provide strategic guidance for the prioritization of issues within the programme;
 - (e) To provide strategic guidance for the development of policy, to provide direction for and to ensure the implementation of the programme of work of the Office of the Special Adviser on Africa, through continuous planning, monitoring and evaluation of the subprogramme's performance;
 - (f) To promote transparency, cooperation, synergies and coherence among the three subprogrammes;
 - (g) To provide guidance for the mainstreaming of data analysis and management in the programme's activities;
 - (h) To manage all administrative issues regarding the functioning of the Office of the Special Adviser on Africa and to provide logistical and administrative support to the implementation of subprogramme 1;
 - (i) To contribute to United Nations reform discussion and implementation, in particular in relation to improving system-wide coherence in United Nations development work in Africa.

- 11.104 The Under-Secretary-General and Special Adviser on Africa is responsible for all the activities of the Office. The Under-Secretary-General provides the Secretary-General with strategic advice on emerging and cross-cutting issues impacting Africa and United Nations coordination and coherence in its work in Africa and undertakes special assignments related to Africa at the discretion of the Secretary-General. The Under-Secretary-General acts as the focal point for Agenda 2063 and NEPAD at the United Nations Secretariat at Headquarters and supports the Secretary-General's engagement in promoting a coordinated, system-wide response in support of Africa's development, including by coordinating the interdepartmental task force on African affairs and participating in other senior-level coordination mechanisms as needed.
- 11.105 The Office of the Under-Secretary-General supports the Special Adviser in undertaking her overall responsibilities. In particular, it supports and facilitates the Special Adviser's participation in internal and external activities, the engagement with external stakeholders and communication and coordination with the Executive Office of the Secretary-General, as well as the various entities of the United Nations common system. It further supports the Special Adviser in the coordination of the work of the Office of the Special Adviser on Africa. It also provides cross-cutting support to the implementation of the Office of the Special Adviser's programme of work on logistical and administrative issues.
- 11.106 The new Strategic Management Unit, under the Office of the Under-Secretary-General, will assist the Under-Secretary-General and Special Adviser on Africa in the strategic coordination, planning and implementation of the Programme and in the overall management of subprogramme 1 by providing close support on planning and budgetary matters, the monitoring and evaluation of the implementation of mandates and the achievement of goals and benchmarks as approved by the General Assembly. In particular, it will manage the integrated system for planning, budgeting, monitoring and evaluation of the implementation of the programme. It will coordinate the Office's knowledge and data management, provide guidance and support in the mainstreaming of data analysis in all the activities of the Programme, in particular by establishing guidelines for the elaboration of data and evidence-based analytical, advocacy and communication products, by setting up systems for the continuous monitoring and use of data and by promoting partnerships and cooperation with other United Nations entities and stakeholders that generate data related to the areas of action of the programme. It will provide guidance in strategic communication, lead the development and dissemination of communication products related to the work of subprogramme 1 and, in coordination with subprogrammes 2 and 3 and the Department of Global Communications, promote harmonized messaging by the United Nations system on Africa's development and international support for Africa.
- 11.107 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, 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 programme is integrating environmental management practices into its operations. In 2020, programme 9 continued to reduce its carbon footprint by the mainstreaming of virtual platforms for internal and external communications, which resulted in a reduction of travel and use of documentation and, in turn, also reduced the Organization's carbon footprint. In 2022, the Programme will continue this practice, including by further operationalizing virtual platforms for strategic engagement and interaction with its stakeholders and by introducing environmental criteria in procurement services.
- 11.108 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 11.15. Programme 9 will continue to take every measure needed to enable the timely submission of travel requests, including by developing standard operating procedures and checklists to improve compliance and monitoring. In this regard, it needs to be noted that cases of non-compliance are mostly caused by circumstances outside the control of the Office, such as the late receipt of documentation needed for the travel requests or participation as part of delegations of other senior officials.

Table 11.15
Compliance rate
(Percentage)

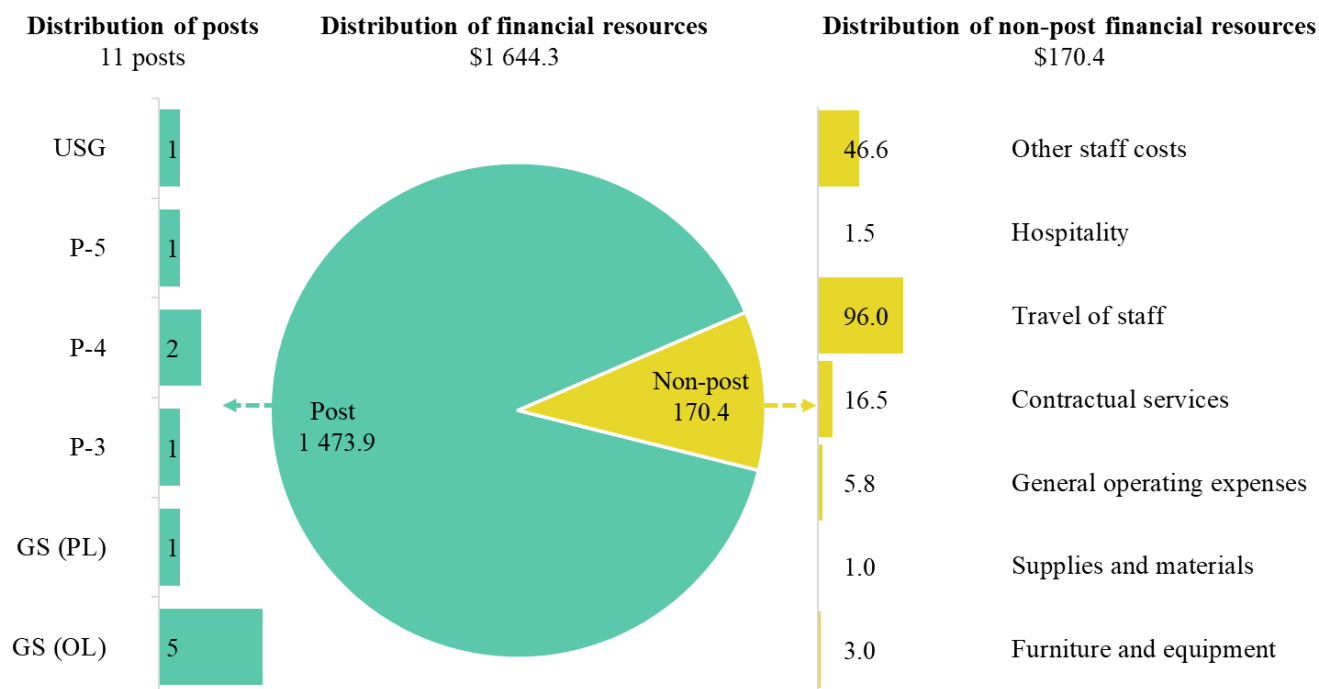
	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	25	25	100	100

11.109 The proposed regular budget resources for 2022 amount to \$1,644,300 and reflect an increase of \$1,644,300 compared with the appropriation for 2021. The proposed increase is explained in paragraph 11.100 (a). Additional details on the distribution of proposed resources in 2022 are reflected in table 11.16 and figure 11.X.

Table 11.16
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	—	—	—	—	1 473.9	1 473.9	—	1 473.9
Non-post	—	—	—	—	170.4	170.4	—	170.4
Total	—	—	—	—	1 644.3	1 644.3	—	1 644.3
Post resources by category								
Professional and higher		—	—	—	5	5	—	5
General Service and related		—	—	—	6	6	—	6
Total		—	—	—	11	11	—	11

Figure 11.X
Executive direction and management: distribution of proposed resources for 2022 (before recosting)
 (Number of posts/thousands of United States dollars)

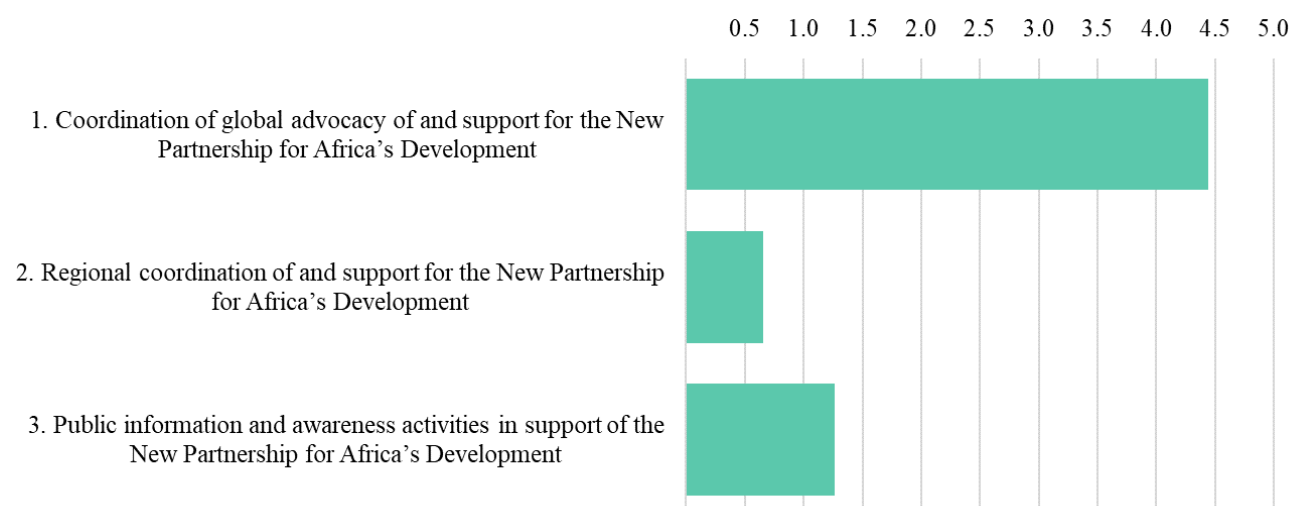


Programme of work

- 11.110 The proposed regular budget resources for 2022 amount to \$6,368,600 and reflect a net decrease of \$1,455,000 compared with the appropriation for 2021. The proposed decrease is explained in paragraph 11.100 (b). The distribution of resources by subprogramme is reflected in figure 11.XI.

Figure 11.XI
Distribution of proposed resources for 2022 by subprogramme

(Millions of United States dollars)



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

11.111 The proposed regular budget resources for 2022 amount to \$4,443,000 and reflect a net decrease of \$1,455,000 compared with the appropriation for 2021. The proposed decrease of \$1,455,000 is explained in paragraph 11.100 (b). Additional details on the distribution of proposed resources for 2022 are reflected in table 11.17 and figure 11.XII.

Table 11.17
Subprogramme 1: evolution of financial and post resources

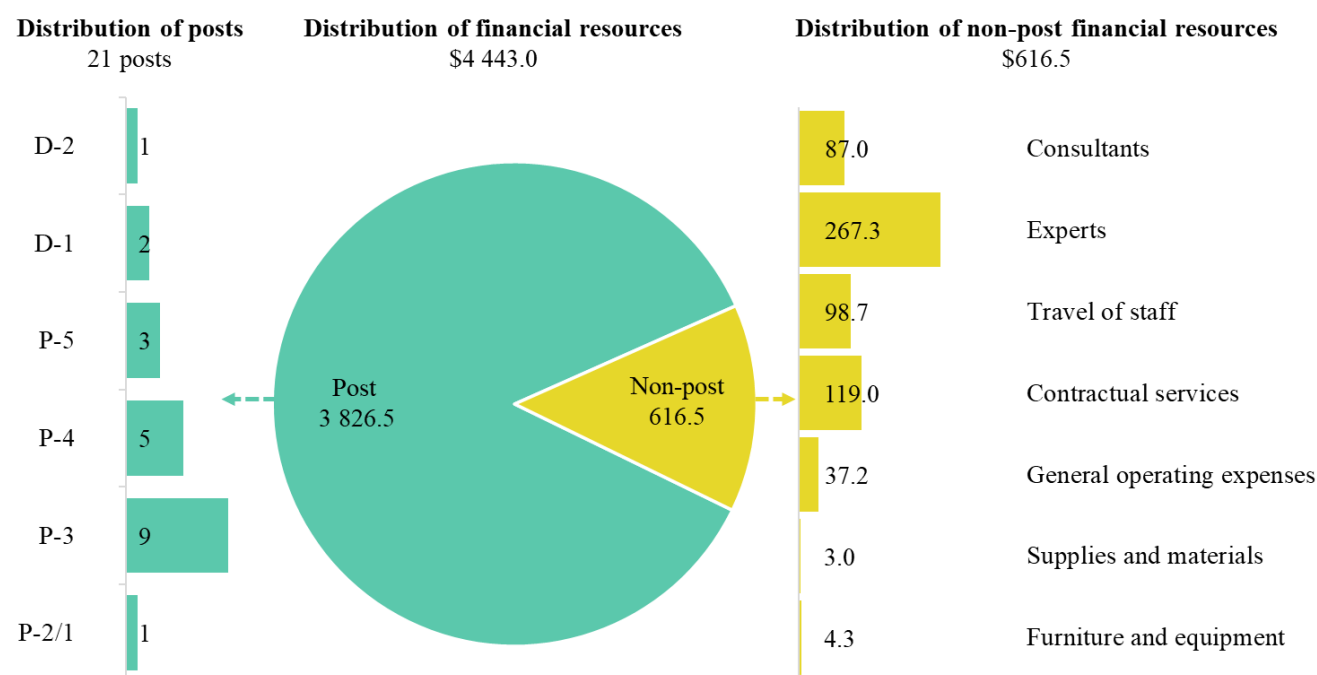
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 290.6	5 211.1	—	—	(1 384.6)	(1 384.6)	(26.6)	3 826.5
Non-post	436.2	686.9	—	—	(70.4)	(70.4)	(10.2)	616.5
Total	5 726.8	5 898.0	—	—	(1 455.0)	(1 455.0)	(24.7)	4 443.0
Post resources by category								
Professional and higher		25	—	—	(4)	(4)	(16.0)	21
General Service and related		6	—	—	(6)	(6)	(100.0)	—
Total		31	—	—	(10)	(10)	(32.3)	21

Figure 11.XII

Subprogramme 1: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 11.112 Extrabudgetary resources for the subprogramme are estimated at \$907,400. The resources would be used mainly to strengthen the analytical capacity of the Office of the Special Adviser on Africa, on public service delivery and the promotion of sustainable development. Given the impact of the pandemic, the subprogramme will join efforts with other stakeholders to promote initiatives aimed at identifying key policies that may have a multiplying impact and support the acceleration of the recovery and the implementation of the 2030 Agenda 2030 and Agenda 2063. In this regard, the subprogramme intends to use extrabudgetary resources to complement the regular budget resources in the implementation of the activities that contribute to results 2, 3 and 4, enhancing their impact. The projected increase of \$309,800 is mainly attributable to the development of a resource mobilization strategy that will enable the presentation of proposals to potential donors with a clear added value and impact.

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

- 11.113 The proposed regular budget resources for 2022 amount to \$657,300 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of proposed resources for 2022 are reflected in table 11.18 and figure 11.XIII.

Table 11.18

Subprogramme 2: evolution of financial and post resources

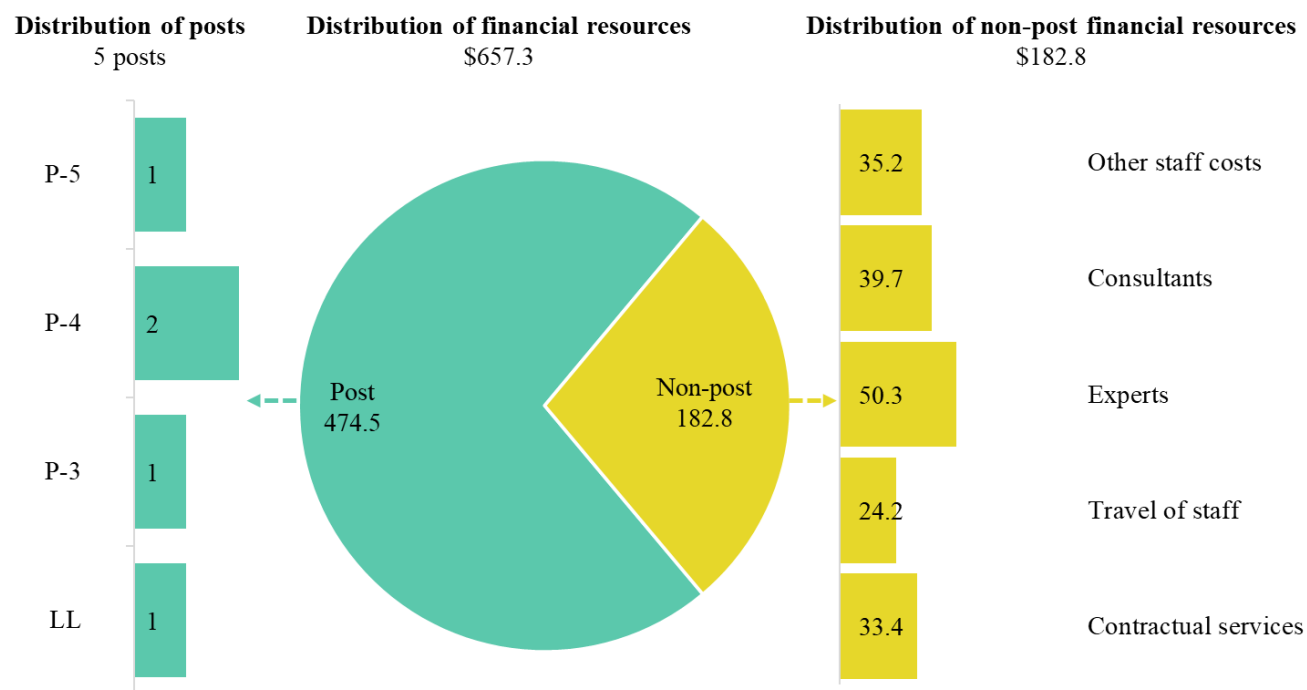
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	899.1	474.5	—	—	—	—	—	474.5
Non-post	144.2	182.8	—	—	—	—	—	182.8
Total	1 043.3	657.3	—	—	—	—	—	657.3
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		1	—	—	—	—	—	1
Total		5	—	—	—	—	—	5

Figure 11.XIII

Subprogramme 2: distribution of proposed resources for 2022 (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

11.114 The proposed regular budget resources for 2022 amount to \$1,268,300 and reflect no resource change compared with the appropriation for 2021. Additional details on the distribution of proposed resources for 2022 are reflected in table 11.19 and figure 11.XIV.

Table 11.19

Subprogramme 3: evolution of financial and post resources

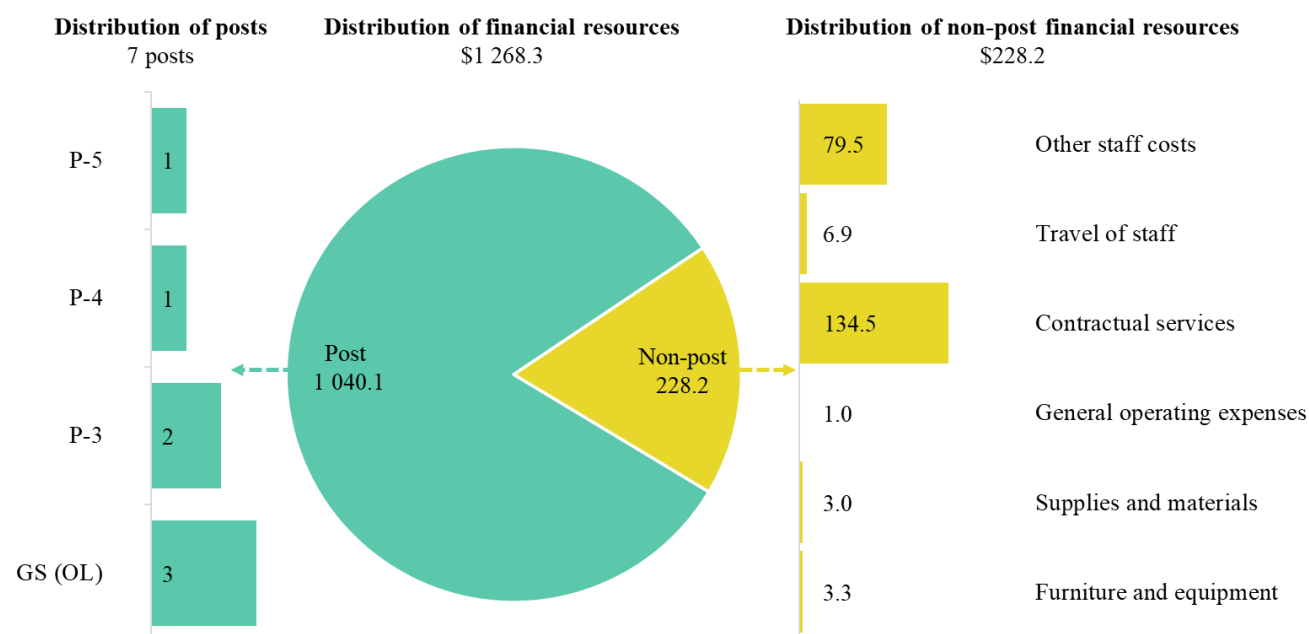
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 143.8	1 040.1	—	—	—	—	—	1 040.1
Non-post	70.9	228.2	—	—	—	—	—	228.2
Total	1 214.7	1 268.3	—	—	—	—	—	1 268.3
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		3	—	—	—	—	—	3
Total		7	—	—	—	—	—	7

Figure 11.XIV

Subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Annex I

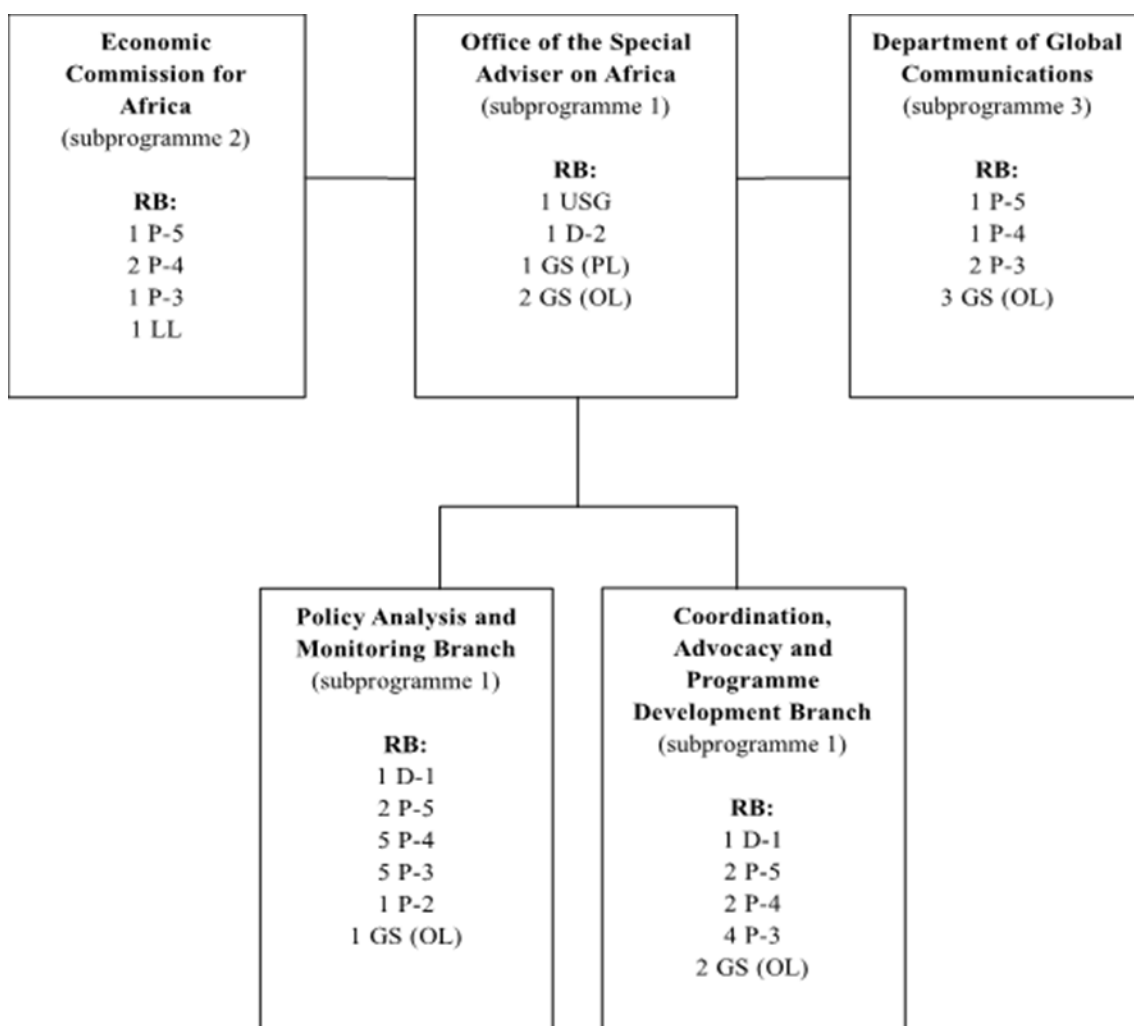
Organizational structure and post distribution for 2022

Two charts showing the organizational structure of the Office of the Special Adviser on Africa are presented below. Chart A reproduces the organizational structure approved for 2021 as contained in document [A/75/6 \(Sect. 11\)](#). Chart B presents the organizational structure for 2022.

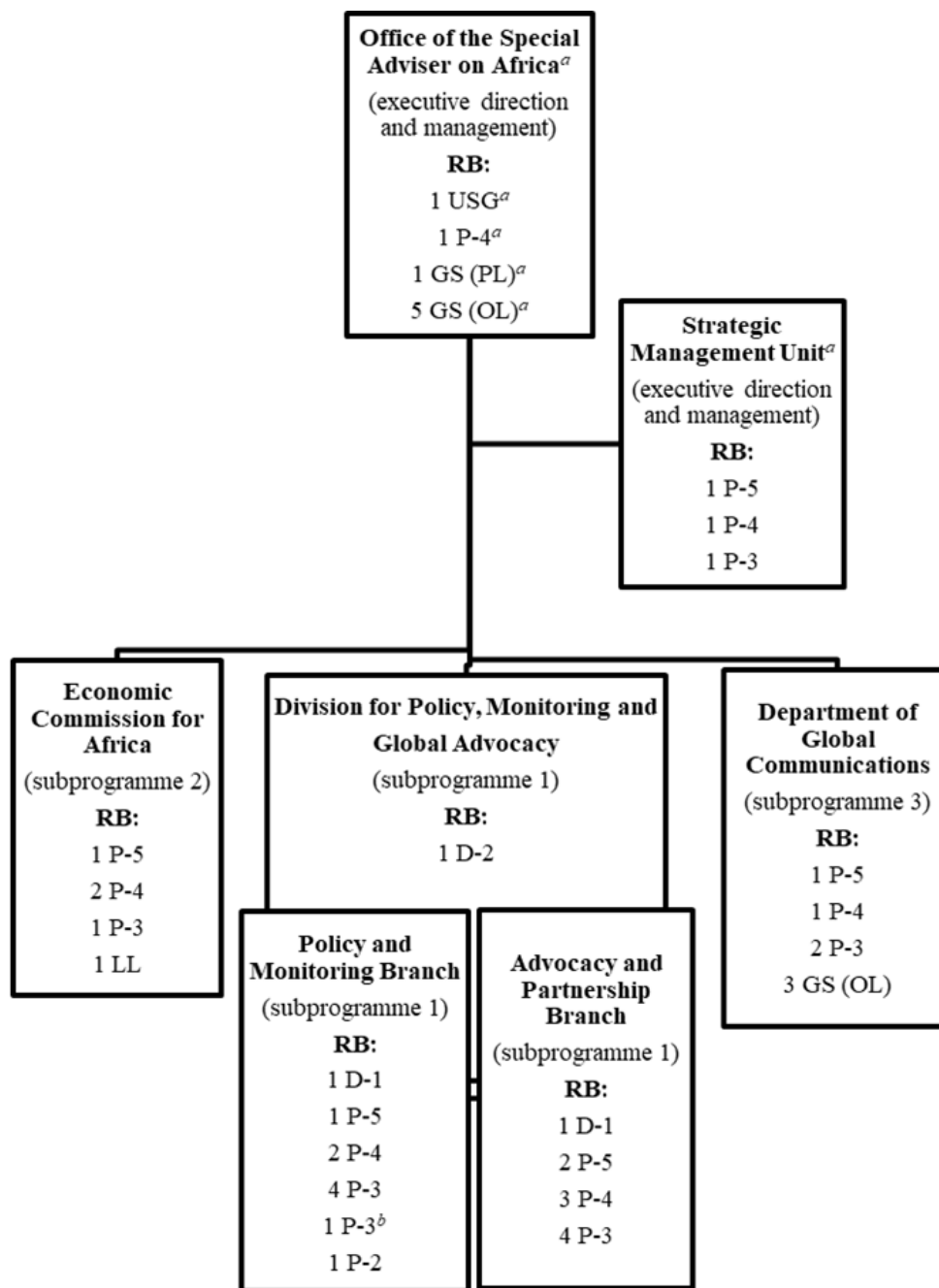
Explanation for the revised organizational structure

To increase coherence and coordination in the implementation of the programme and promote the embedding of data analysis and management into the Office's activities, it is proposed to establish the executive direction and management component and create a Strategic Management Unit within the Office of the Under-Secretary-General as a dedicated capacity for planning, data management and support services. In addition, to strengthen cross-fertilization, reinforce the policy focus in the advocacy and coordination activities and promote coherence between the Policy and Monitoring Branch and the Advocacy and Partnerships Branch that implement subprogramme 1, it is proposed to integrate them into a Division for Policy, Monitoring and Global Advocacy.

A. Approved organizational structure and post distribution for 2021



B. Proposed organizational structure and post distribution for 2022



Abbreviations: GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, local level.

^a Redeployment from subprogramme 1.

^b New.

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions (A/75/7/Add.23)

With respect to the proposed reassignments, the Advisory Committee was informed upon enquiry that during previous reform initiatives, such as the management and peace and security reforms, no staff left the Organization involuntarily as a result of the implementation of these reforms, as incumbents of posts reassigned were moved to other suitable vacant positions for which they were qualified. The Advisory Committee notes that with previous reform initiatives, incumbents of reassigned posts were moved to other suitable vacant positions for which they were qualified. Taking this into consideration, the Committee is not convinced by the justifications provided for the number of proposed reassignments of staff in a small office of this nature, and recommends against the proposal of the Secretary-General. **The Committee recommends that the General Assembly request the Secretary-General to review the structure and staffing of the Office, and to explore other options, such as the accomplishment of the realignment of functions through the training, development and capacity-building of staff members (para. 16).**

The proposal addresses the necessary strengthening of capacities in the Office of the Special Adviser on Africa through the recruitment of vacant posts and the realignment of functions supported by training and capacity-building aimed at bringing to the Office new skills in strategic management, planning, monitoring and evaluation and data management necessary to address the recommendations of the Office of Internal Oversight Services (OIOS) on the programme's strategic approach and planning and the quality of its deliverables. In this regard, taking into account the level of specialization required and the criticality of these capacities, it was decided to use vacant positions at the Professional and General Service levels to recruit staff that could bring to the Office those skills and capacities.

Furthermore, the Office undertook, in coordination with the Office of Human Resources, an assessment of existing skills and capacities. Individual consultations with all staff members were also undertaken in order to understand and take into account their career expectations. Based on the assessment and the feedback provided by staff and bearing in mind the areas that had been identified as requiring strengthening, a proposal was put forward for the redeployment of staff in order to realign the distribution of functions within the Office with existing capacities. This proposal was extensively consulted with the staff in individual and group meetings, with the Office's senior management and with the Staff Union and has resulted in the proposed redeployments of posts explained in the present report.

While the functional realignment will address some of the needs, further specialization will be required to develop the Office's capacities both in substantive issues, such as innovation and digitization, and functions, such as data and policy analysis. In this regard, the Office, in coordination with the Office of Human Resources, has prepared and started implementing a capacity development plan for all staff. The plan was based on the self-assessment of needs by all staff members in view of their assigned responsibilities and the external assessment carried out by the Office's management, taking into account their

Brief description of the recommendation

The Advisory Committee notes that the OIOS evaluation report refers to costs incurred by the Office in the hiring of consultants, including to conduct consultations with stakeholders and write reports, totalling \$493,336, including \$228,605 for consultant fees and travel. **The Advisory Committee is of the view that such functions should be undertaken internally by staff members of the Secretariat, instead of external consultants, and trusts that every effort will be made to conduct such reviews internally in future (para. 18).**

Action taken to implement the recommendation

expectations and the Office's responsibilities and mandate. The plan includes the identification of courses and training opportunities for each staff member, participation in seminars, meetings and exchanges with peers as a way to promote capacity-building and specialization, and the responsibility of each staff member to conduct individual research in their selected areas of specialization.

The resource requirements for consultancies proposed for 2022 are 18 per cent lower compared with the 2021 appropriation and focus mostly on technical information and communications technology-related capacities for which the Office has no competencies and very specialized areas of expertise. In this regard, no consultancy is proposed for issues such as writing reports or holding consultations and no travel is envisaged as part of the consultancies.

Annex III

Summary of proposed post changes by component and subprogramme

<i>Component or subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Executive direction and management	1	USG	Inward redeployment of 1 Under-Secretary-General, 1 Programme Management Officer (P-4), 1 Senior Programme Management Assistant (GS (PL)), 1 Programme Management Assistant (GS (OL)), 2 Staff Assistant (GS (OL)) and 2 Team Assistant (GS (OL)) to the Office of the Under-Secretary-General from subprogramme 1	To increase coherence and coordination in the implementation of the programme and streamline the provision of administrative, logistic and substantive support, it is proposed to establish the executive direction and management component, and redeploy to the Office of the Under-Secretary-General the necessary resources to provide coordination and support services. One Team Assistant (General Service (Other level)) is to be changed to Administrative Assistant (General Service (Other level)). The proposed change is within the same job family.
	1	P-4		
	1	GS (PL)		
	5	GS (OL)		
	1	P-5	Inward redeployment of 1 Senior Programme Management Officer (P-5), 1 Public Information Officer (P-4) and 1 Programme Management Officer (P-3), to the new Strategic Management Unit from subprogramme 1	To increase the strategic approach in the implementation of the programme and promote the embedding of data analysis and management into the Office's activities, mainstream strategic communications and promote continuous planning, monitoring and evaluation of the programme implementation, it is proposed to establish the executive direction and management component and create a dedicated capacity for strategic management within the component.
	1	P-4		
	1	P-3		
Subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development	(1)	USG	Outward redeployment of 1 Under-Secretary-General, 1 Programme Management Officer (P-4), 1 Senior Programme Management Assistant (GS (PL)), 1 Programme Management Assistant (GS (OL)), 2 Staff Assistant (GS (OL)) and 2 Team Assistant (GS (OL)) to the Office of the Under-Secretary-General under executive direction and management	To increase coherence and coordination in the implementation of the programme and streamline the provision of administrative, logistic and substantive support, it is proposed to establish the executive direction and management component, and redeploy to the Office of the Under-Secretary-General the necessary resources to provide coordination and support services.
	(1)	P-4		
	(1)	GS (PL)		
	(5)	GS (OL)		

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

<i>Component or subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
	(1)	P-5	Outward redeployment of 1 Senior Programme Management Officer (P-5), 1 Public Information Officer (P-4) and 1 Programme Management Officer (P-3), to the Strategic Management Unit under executive direction and management	To increase the strategic approach in the implementation of the programme and promote the embedding of data analysis and management into the Office's activities, mainstream strategic communications and promote continuous planning, monitoring and evaluation of the programme implementation it is proposed to establish the executive direction and management component and create a dedicated capacity for strategic management within the component.
	(1)	P-4		
	(1)	P-3		
Subprogramme 1, Coordination of global advocacy of and support for the New Partnership for Africa's Development	1	P-3	Establishment of 1 Data Analyst (P-3)	To increase the capacity of subprogramme 1 to produce evidence and data-based analysis for the post-COVID-19 recovery and building forward better, it is proposed to establish a new Data Analyst (P-3) post under the Policy and Monitoring Branch.