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Agenda item 141

### Proposed programme budget for 2021

## **Revised estimates relating to the proposed programme budget for 2021 under section 11, United Nations support for the New Partnership for Africa's Development, and section 36, Staff assessment**

**Office of the Special Adviser on Africa**

**Report of the Secretary-General**

### *Summary*

In the 17 years since the establishment of the Office of the Special Adviser on Africa, African Member States, African regional institutions and the United Nations, as well as the relationship between the United Nations and the African Union, have undergone important changes that have significantly altered the strategic framework and institutional landscape within which the Office functions. Given these developments and the importance that the United Nations places on its work in Africa, the ability of the Office to deliver more effectively on the mandate given to it by the General Assembly has become crucial. In the present report, the Secretary-General presents his vision for the reorientation and reorganization of the Office and proposes a few key changes to the 2021 budget proposal that are essential for the successful implementation of that vision. The aim of the proposal is to create a more flexible, nimble and effective Office of the Special Adviser on Africa, organized and positioned to achieve greater collaboration across all areas of work of the United Nations in support of Africa's sustainable development.

The Secretary-General proposes to strengthen the Office of the Special Adviser on Africa through the internal redeployment of resources and the reassignment of some posts to new functions and create an executive direction and management component that would empower the Under-Secretary-General and Special Adviser on Africa to drive high performance and continuous improvement, both by enhancing coherence across the programme and by providing essential strategic direction and performance management within the Office.



The General Assembly is requested to approve the proposed restructuring of the Office of the Special Adviser on Africa, including the related redistribution of post and non-post resources and the reassignment of posts as described in the present report; and reduce the appropriation under section 11, United Nations support for the New Partnership for Africa's Development, and under section 36, Staff assessment, by \$498,200 and \$63,500, respectively.

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## Contents

	<i>Page</i>
I. Introduction .....	4
II. Assessment of the situation .....	4
III. Way forward: reorientation and overview of the proposed revised structure .....	5
IV. Revised estimates .....	9
V. Action to be taken by the General Assembly .....	13
<b>Annexes</b>	
I. Subprogramme 1: additional deliverables for 2021, by category and subcategory .....	14
II. Functions of the posts reassigned .....	15
III. Organizational structure and post distribution for 2021 .....	17

## I. Introduction

1. In the 17 years since the establishment of the Office of the Special Adviser on Africa, African Member States, African regional institutions and the United Nations, as well as the relationship between the United Nations and the African Union, have undergone important changes that have significantly altered the strategic framework and institutional landscape within which the Office functions. These include milestones such as the adoption of the 2030 Agenda for Sustainable Development by the United Nations and Agenda 2063: The Africa We Want of the African Union, as well as the joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security and the implementation of the two development agendas. Given these developments and the importance that the United Nations places on its work in Africa, the ability of the Office to deliver more effectively on the mandate given to it by the General Assembly, including in its resolutions [57/300](#) and [66/293](#), has become crucial.

2. As repeatedly stated by the Secretary-General, if the United Nations is to achieve the Sustainable Development Goals, it has to succeed in its support to Africa. In order to succeed, the Organization has to adapt its Africa-focused structures and the orientation of its work to the changing needs and circumstances. The Office of the Special Adviser on Africa has a unique place within the United Nations system and a critical role to play in this regard. However, it has been found in independent evaluations and reviews that the Office also needs organizational reform and thus proposed significant changes. In line with this and mindful of the imperative for greater coherence and coordination in the work of the United Nations in Africa, the Secretary-General is proposing a number of measures to strengthen the Office.

3. In the present report, the Secretary-General presents his vision for the reorientation and reorganization of the Office of the Special Adviser on Africa and proposes a few key changes to the 2021 budget proposal that are essential for the successful implementation of that vision. These changes are in line with the ongoing reform efforts by the United Nations of its peace and security architecture, the United Nations development system and the introduction of a new management paradigm that empowers managers and staff, simplifies processes, delegates responsibilities, increases transparency and improves the delivery of United Nations mandates. The aim of the proposal is to create a more flexible, nimble and effective Office of the Special Adviser on Africa, organized and positioned to achieve greater collaboration across all areas of work of the United Nations in support of Africa's sustainable development.

## II. Assessment of the situation

4. In 2019, the Office of Internal Oversight Services (OIOS) undertook a programme evaluation of programme 9, United Nations support for the New Partnership for Africa's Development (NEPAD),<sup>1</sup> of which the Office of the Special Adviser on Africa is the lead entity. In its evaluation, OIOS underscored the continued relevance of the programme's mandate. However, it highlighted that the programme was weakened by its inability to respond in a strategic and focused manner. It also concluded that the Office of the Special Adviser was not properly utilizing the resources that it had been given by the General Assembly, in its resolution [68/247](#), to strengthen its policy analysis, monitoring and research, intergovernmental support, advocacy and interagency coordination functions.

5. In its evaluation, OIOS made four critical recommendations addressing: programme coherence and intra-programme management; engagement of

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<sup>1</sup> IED-19-018.

stakeholders in strategic planning and workplan development; the relationship between United Nations global and regional coordination mechanisms; and the operationalization of the United Nations monitoring mechanism to review commitments made towards Africa's development. Further to its evaluation, OIOS also produced an advisory memorandum on "Culture, change management and results-based management at the Office of the Special Adviser on Africa", in which it recommended addressing the root causes of workplace culture issues through leadership, innovation and teamwork.

6. In parallel with the OIOS evaluation, the Secretary-General commissioned an independent in-depth functional review of the Office of the Special Adviser on Africa that took place from November 2019 to February 2020. While the OIOS evaluation was an assessment of the mandate delivery and effectiveness of programme 9 as a whole, the independent review was focused on analysis of the strategic orientation and challenges of the Office and the specific functions stemming from its mandate, as well as the internal organization and distribution of functions within the Office.

7. From its independent assessment and engagement with the staff of the Office of the Special Adviser on Africa, the functional review team found that, of the functional responsibilities that it identified as falling within the mandated scope of work of the Office, more than half either needed improvement in performance or were not currently being performed at all. In the review, the team underscored that a key aspect that was missing in the work of the Office was the ability to provide an authoritative, credible and compelling synthesis that pulled together the available wealth of information and knowledge about Africa in a way that could be used to advocate for Africa's future potential.

8. The team concluded in its review that the lack of attention to producing value-adding policy and data analysis was undermining the ability of the Office of the Special Adviser on Africa to deliver high-level advice, promote coherent mobilization of the United Nations and effectively advocate for Africa's interests in intergovernmental deliberations at the global level. Some of the causes leading to suboptimal performance by the Office were the absence of adequate managerial structures to provide a meaningful and adaptive strategic focus, the inefficient allocation of resources, the lack of dynamic processes of internal analysis and review, inappropriate skill profiles, poorly defined or executed internal policies and procedures and inadequate commitment to or collaboration around those procedures.

### **III. Way forward: reorientation and overview of the revised structure**

9. The Office of the Special Adviser on Africa has a distinct mandate and a unique position within the United Nations system. It is strategically placed to serve as a key convener of the United Nations system and assist the Secretary-General in ensuring coordination and coherence in the Organization's substantial engagement in Africa. It also has a vital role to play in linking the United Nations leadership, Member States and other key stakeholders, including civil society, academia and policy experts, and in helping to mobilize the United Nations system and the broader international community around the transformative vision for Africa articulated in the 2030 Agenda and Agenda 2063 of the African Union. In order to meet those expectations, the Office needs to become a centre of innovation, knowledge management and continuous improvement, an entity that is more focused, strategic, impactful and relevant to its stakeholders.

10. Nimbleness and flexibility should define a revitalized and empowered Office of the Special Adviser on Africa. As a small entity with a mandate to promote coherence, integrate analysis and policy, and promote global advocacy, it should not emulate the

structures of larger programmatic and operational entities. The strength of the Office should reside in its capacity to closely monitor Africa's dynamic environment and continuously changing context by leveraging its partnership networks in order to be able to foresee emerging trends, challenges and opportunities and provide integrated analyses, strategic foresight and advice. It should serve to bridge potential gaps and promote a coherent response by the United Nations system and the international community in their partnership with Africa. With this in mind, the Secretary-General has taken steps within his authority to empower the Office to enable it to play its role more fully, including by revitalizing the interdepartmental task force on African Affairs, for which it serves as the secretariat and chair. These efforts need to be reinforced by an organizational restructuring of the Office.

### **Strengthening management and direction**

11. Leadership and high-level management functions are critical to formulating and executing clear, achievable and adaptable strategies, as well as monitoring and evaluating their implementation. The programme does not have an executive direction and management component.

12. To enhance coherence and coordination among the three programme entities and between them and their main stakeholders, as well as to improve strategic planning and thus allocation of resources within the Office of the Special Adviser on Africa, the Secretary-General proposes to create an executive direction and management component that empowers the Under-Secretary-General and Special Adviser on Africa to drive high performance and continuous improvement, both by enhancing coherence across the programme and by providing essential strategic direction and performance management within the Office (subprogramme 1).

13. Improved coordination within the programme, as a result of the establishment of the executive direction and management component, would reduce the potential for duplication between the Office of the Special Adviser on Africa and the other subprogramme entities. Effective collaboration with subprogramme 3, which is led by the Department of Global Communications, would allow the Office to focus its efforts and resources on policy advocacy and the coordination of communication messages at the strategic level.

### **Strengthening functional capacities**

14. In addition to a strong executive direction and management function, the Office of the Special Adviser on Africa should possess high-calibre capacities and expertise in various fields in order to provide value-adding services that respond to the needs of stakeholders and to the dynamic realities of Africa. These capacities should be utilized and managed flexibly under the overall leadership of the Under-Secretary-General in accordance with the Office's needs and priorities. Such strong capacity would enable the Special Adviser to focus more fully on strategic-level engagements with stakeholders on current, emerging and long-term issues of vital interest to Africa.

15. In order to fulfil its responsibilities in analysis and the provision of sound policy advice, the Office of the Special Adviser on Africa urgently needs to strengthen its capacities and expertise in development management strategies, policies and actions, integrated analysis on public administration and development management, institution building and other key issues for Africa's all-round development.

16. In the light of the monitoring mandate of the Office of the Special Adviser on Africa, data should be the cornerstone of its work. Its capacity to effectively collect, interpret and analyse a wide variety of data on all aspects of Africa's development will be a central part of the effort to strengthen the Office and make it more impactful.

17. Among the key instruments for supporting the realization of both Agendas in Africa are the partnerships and an effective advocacy strategy. The Office of the Special Adviser on Africa needs to strengthen its ability to cultivate and nurture strategic and cooperative relationships that are essential for advancing and successfully meeting its mandated responsibilities. Its advocacy strategy has to be founded on sound analysis that is linked to the strategic priorities of African Member States and the African Union and goes beyond the aggregation of individual activities.

### **Leveraging flexible structures**

18. Despite its relatively small size, the Office of the Special Adviser on Africa has maintained a hierarchical and siloed structure with multiple layers of control and approval, which have inhibited flexibility, collaboration, innovation and creativity, and created duplication of roles and inadequate oversight and accountability procedures.

19. Considering the closely interlinked functions it performs, as well as the nature of its mandate, the Office of the Special Adviser on Africa would benefit from a more simplified and integrated organizational structure that promotes flexibility, agility and cross-functional collaboration. This would enable the Office to respond more quickly to emerging needs and changing circumstances, empower staff members and streamline oversight and accountability. Well-designed frameworks for internal collaboration, control, the delegation of authority with accountability and simplified reporting lines are also essential.

20. With this in mind, in addition to the executive direction and management component, a division for policy, monitoring and global advocacy would be established as a single organizational unit responsible for the implementation of the work programme. Such a simplified configuration would help eliminate silos and allow for the flexible use and distribution of the capacities and resources of the Office of the Special Adviser on Africa, while avoiding duplication of roles between senior positions. Multi-layered review processes would be replaced by collaborative and diversified working methods in which specialized senior positions act as poles of coordination, creativity and management around which ad hoc teams could be configured to respond to specific needs.

21. The implementation and refinement of the revised structures and working methods would be carried out through a carefully managed change process, in which the staff would continue to be closely involved. The result of this cost-neutral process of redistribution of resources and functions would be a lean, agile and effective office as explained below.

### **Executive direction and management (Office of the Under-Secretary-General)**

22. The Under-Secretary-General and Special Adviser on Africa is responsible for all the activities of the Office of the Special Adviser on Africa. 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.

23. The Under-Secretary-General acts as the focal point for Agenda 2063 of the African Union and NEPAD within the 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 Secretary-General's interdepartmental task force on African affairs and participating in other senior-level coordination mechanisms as needed.

24. The Under-Secretary-General will oversee and provide direction to the Director of the Division for Policy, Monitoring and Global Advocacy regarding the implementation of subprogramme 1. In particular, the Under-Secretary-General will provide strategic guidance for the development of policy and the mainstreaming of data analysis and management in all the activities and products of the Office of the Special Adviser on Africa. The Under-Secretary-General will manage a regular process of consultation on subprogramme 1 joint planning, implementation and monitoring with subprogrammes 2 and 3 in coordination with the Under-Secretary-General and Executive Secretary of the Economic Commission for Africa and the Under-Secretary-General for Global Communications.

25. The Office of the Under-Secretary-General will assist the Under-Secretary-General and Special Adviser on Africa in the overall management of subprogramme 1 by providing close support on day-to-day administrative and budgetary matters, engagement with external stakeholders, communication and coordination with the Executive Office of the Secretary-General, as well as the various entities of the United Nations common system, and the monitoring and evaluation of the implementation of mandates and the achievement of goals and benchmarks as approved by the General Assembly. To that effect, it will establish and manage an integrated system for planning, budgeting, monitoring and evaluation of the implementation of the programme of work, a key aspect of strengthening the Office of the Special Adviser on Africa.

26. The Office of the Under-Secretary-General will also lead the development and dissemination of communication products related to the work of subprogramme 1 and, in coordination with subprogramme 3 and the Department of Global Communications, promote harmonized messaging by the United Nations system on Africa's development and international support for Africa.

27. In order to undertake these responsibilities, the Office of the Under-Secretary-General would need to be strengthened and staffed with the appropriate capacity. It would be headed by a Chief of Staff, who would oversee the implementation of these functions and the day-to-day management of the Office of the Special Adviser on Africa, and comprise: the immediate office of the Under-Secretary-General; planning, budgeting, monitoring and evaluation capacities; programme support assistance; and communication coordination services.

### **Subprogramme 1**

#### **Coordination of global advocacy of and support for the New Partnership for Africa's Development (Division for Policy, Monitoring and Global Advocacy)**

28. The Division for Policy, Monitoring and Global Advocacy of the Office of the Special Adviser on Africa would be responsible for the implementation of the Office's core functions: to advise the United Nations leadership and Member States on cross-cutting critical issues affecting Africa; to promote coordination and coherence in the United Nations' support for Africa; to review and monitor the implementation of commitments made towards Africa's development; and to coordinate global advocacy efforts in support of Africa's development.

29. In carrying out its advisory functions, the Division will conduct research and develop foresight, policy and data analysis. It will develop advice to be provided to the United Nations senior leadership. It will guide the preparation of Africa-related reports and inputs, initiate reports and produce policy analysis and advice on critical issues affecting Africa. It will support the participation of African Member States in United Nations' bodies and contribute to the strengthening of intergovernmental processes through the amplification of the perspectives of African countries.



30. With regard to the facilitation of the coherence of the United Nations action, the Division, in collaboration with the relevant United Nations entities, will identify the gaps in United Nations support for Africa and will coordinate the daily work of the interdepartmental task force on African affairs.

31. In the area of review and monitoring of commitments, the Division will follow up on the implementation of all relevant summit and conference outcomes, as well as develop and deploy methodologies for data analysis, sharing and visualization, in collaboration with its partners, in particular within the United Nations system and with African Union institutions. The Division will leverage its monitoring capacities to promote the call for the decade of action for the Sustainable Development Goals, enable dynamic monitoring of the 2030 Agenda and Agenda 2063 of the African Union and support the acceleration of the implementation of the Goals.

32. In the coordination of global advocacy efforts, the Division will maintain strong strategic partnerships with African Union institutions, Africa's international partners, academic institutions, civil society, the private sector and other key stakeholders. It will organize activities to promote policy recommendations to advance Africa's development. It will transform the analysis and data into advocacy products.

33. The Division will promote a collaborative environment that stimulates cross-fertilization among different specialized functions within the Office of the Special Adviser on Africa. In this regard, the Division will have two strong pools of complementary and multidisciplinary capacities on policy and research and data analysis and monitoring that will work with three small but specialized areas in meeting the needs of specific stakeholder groups: the United Nations system, Member States and the wider international community.

34. With these strengthened functions, the Office of the Special Adviser on Africa would be better equipped to fulfil its mandate in line with the changing times and the evolving needs of its stakeholders.

#### **IV. Revised estimates**

35. The aim of the proposal is to strengthen the capacity of the Office of the Special Adviser on Africa to lead the achievement of programme 9 objectives and strategies and to improve the implementation of the subprogramme 1 work programme, in line with the recommendations of the Committee.

36. In particular, the executive direction and management component will be instrumental in helping ensure coherence in the United Nations system's work in Africa, notably in the achievement of a "delivering as one" approach, in cooperation with the resident coordinator system, as recommended by the Committee for Programme and Coordination. The strengthening of the capacities to provide analysis on emerging matters would improve the way in which the Office of the Special Adviser on Africa supports the participation of African Member States in intergovernmental processes and lead to the fulfilment of the Office's original mandate of addressing gaps and initiating reports on critical, emerging and cross-cutting issues affecting Africa. The establishment of capacities on development management and on data analysis would allow the Office to focus on specific action aimed at facilitating tangible results for the socioeconomic development of Africa and to improve the quality and availability of information managed by the Office. Increased consultation and strategic-level coordination among United Nations entities through a strengthened interdepartmental task force on African affairs, including the adoption of a results-oriented workplan for the taskforce and the organization of meetings on at least a quarterly basis will contribute to an enhanced coherence of

United Nations action in Africa. The approach to partnerships and global advocacy will lead to a strengthened partnership with the African Group of Ambassadors at Headquarters and with African Union institutions, as recommended by the Committee, as well as increased resource mobilization efforts in support of Africa. The strengthened Office of the Special Adviser on Africa would produce a number of additional deliverables in 2021, as reflected in annex I.

37. The proposed revised structure of the Office of the Special Adviser on Africa, as outlined in section III, would require the redeployment of resources, including the reassignment of some posts to new functions, as explained below and reflected in tables 1 to 4. The new functions of the posts reassigned are described in annex II.

### **Summary of the proposed redeployments and reassignments of posts**

38. The Office of the Under-Secretary-General would comprise eight posts (1 Under-Secretary-General, 1 D-1, 2 P-4, 1 P-3, 1 General Service (Principal level) and 2 General Service (Other level)) as detailed below:

(a) Four posts previously approved in the Office of the Under-Secretary-General under subprogramme 1, with similar functions:

- (i) 1 Under-Secretary-General and Special Adviser on Africa;
- (ii) 3 General Service (1 Principal and 2 Other level);

(b) Two posts previously approved in the Coordination, Advocacy and Programme Development Branch under subprogramme 1, with similar functions:

- (i) 1 Programme Management Officer (P-4);
- (ii) 1 Public Information Officer (P-4);

(c) One post of Programme Management Officer (P-3) previously approved in the Policy Analysis and Monitoring Branch under subprogramme 1, with similar functions;

(d) One post of Chief of Branch, Economic Affairs (D-1), previously approved in the Policy Analysis and Monitoring Branch under subprogramme 1, to be reassigned as Chief of Staff (D-1).

39. The Division for Policy, Monitoring and Global Advocacy, under subprogramme 1, would comprise 23 posts (1 D-2, 1 D-1, 4 P-5, 5 P-4, 8 P-3, 1 P-2 and 3 General Service (Other level)) as detailed below:

(a) Six posts previously approved in the Coordination, Advocacy and Programme Development Branch, with similar functions:

- (i) 1 Senior Programme Management Officer (P-5);
- (ii) 4 Programme Management Officers (P-3);
- (iii) 1 General Service (Other level);

(b) 12 posts previously approved in the Policy Analysis and Monitoring Branch to carry out similar functions:

- (i) 1 Senior Economics Affairs Officer (P-5);
- (ii) 1 Senior Programme Management Officer (P-5);
- (iii) 4 Economic Affairs Officers (3 P-4, 1 P-3);
- (iv) 4 Programme Management Officers (2 P-4, 2 P-3);
- (v) 1 Associate Economic Affairs Officer (P-2);

- (vi) 1 General Service (Other level);
- (c) One post of Director, Administration (D-2), previously approved in the Office of the Under-Secretary-General, to be reassigned as Director, Governance and Public Administration (D-2);
- (d) 4 posts previously approved in the Coordination, Advocacy and Programme Development Branch, to be reassigned as follows:
- (i) 1 Chief of Branch, Programme Management (D-1) to be reassigned as Principal Governance and Public Administration Officer (D-1);
- (ii) 1 Senior Programme Management Officer (P-5) to be reassigned as Senior Data Specialist (P-5);
- (iii) 1 Public Information Officer (P-3) to be reassigned as Governance and Public Administration Officer (P-3);
- (iv) 1 General Service (Other level), Team Assistant, to be reassigned as Data Analysis Assistant (General Service, Other level).

#### Summary of the proposed redeployment of non-post resources

40. A total amount of \$111,500 under non-post resources is proposed to be redeployed from subprogramme 1 to the new executive direction and management component as detailed below:

- (a) \$4,200 under other staff costs to cover overtime for staff;
- (b) \$3,900 under hospitality to cover official functions;
- (c) \$74,500 under travel of staff to cover various official travel;
- (d) \$12,500 under contractual services to cover the cost of data processing services and centrally provided information technology services by the Office of Information and Communications Technology;
- (e) \$11,400 under general operating expenses to cover communications charges; rental and maintenance of furniture and office equipment; and other miscellaneous services, such as web hosting and maintenance;
- (f) \$1,000 under supplies and materials;
- (g) \$4,000 under furniture and equipment.

#### Post changes

	<i>Number</i>	<i>Level</i>
Initially proposed for 2021	43	1 Under-Secretary-General, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 12 P-3, 1 P-2/1, 1 General Service (Principal level), 8 General Service (Other level), 1 Local level
Reassignment	–	1 D-2, 2 D-1, 1 P-5, 1 P-3, 1 General Service (Other level)
Revised proposal for 2021	43	1 Under-Secretary-General, 1 D-2, 2 D-1, 6 P-5, 10 P-4, 12 P-3, 1 P-2/1, 1 General Service (Principal level), 8 General Service (Other level), 1 Local level

Table 1  
**Evolution of post resources by component and subprogramme**

*Regular budget (number of posts)*

	Changes					2021 revised proposal
	2021 initially proposed <sup>a</sup>	Technical adjustments	New/ expanded mandates	Other	Total	
Executive direction and management	–	–	–	8	8	8
Programme of work						
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	31	–	–	(8)	(8)	23
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
<b>Total</b>	<b>43</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>43</b>

<sup>a</sup> See A/75/6 (Sect. 11).

### Financial implications

41. The current proposal does not entail any increase in the overall budget resource levels of section 11 either in post or non-post resources. Notwithstanding, it requires the redeployment of post and non-post resources between subprogramme 1 and the new executive direction and management component, as reflected in tables 1 to 4. Furthermore, a vacancy rate of 50 per cent has been applied to the costing of the six posts proposed for reassignment.

Table 2  
**Evolution of financial resources by component and subprogramme**

(Thousands of United States dollars)

*Regular budget*

	Changes						2021 revised estimate (before recosting)
	2021 initial estimate (before recosting) <sup>a</sup>	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Executive direction and management	–	–	–	1 300.6	1 300.6	–	1 300.6
Programme of work							
1. Coordination of global advocacy of and support for the New Partnership for Africa's Development	6 013.6	–	–	(1 798.8)	(1 798.8)	(29.9)	4 214.8
2. Regional coordination of and support for the New Partnership for Africa's Development	717.4	–	–	–	–	–	717.4
3. Public information and awareness activities in support of the New Partnership for Africa's Development	1 254.9	–	–	–	–	–	1 254.9
<b>Total</b>	<b>7 985.9</b>	<b>–</b>	<b>–</b>	<b>(498.2)</b>	<b>(498.2)</b>	<b>(6.2)</b>	<b>7 487.7</b>

<sup>a</sup> See A/75/6 (Sect. 11).

Table 3  
**Executive direction and management: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2021 initial estimate (before recosting) <sup>a</sup>	Technical adjustments	New/ expanded mandates	Changes			2021 revised estimate (before recosting)
				Other	Total	Percentage	
<b>Financial resources by main category of expenditure</b>							
Post	–	–	–	1 189.1	1 189.1	–	1 189.1
Non-post	–	–	–	111.5	111.5	–	111.5
<b>Total</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1 300.6</b>	<b>1 300.6</b>	<b>–</b>	<b>1 300.6</b>
<b>Post resources by category</b>							
Professional and higher	–	–	–	5	5	–	5
General Service and related	–	–	–	3	3	–	3
<b>Total</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>8</b>	<b>8</b>	<b>–</b>	<b>8</b>

<sup>a</sup> See A/75/6 (Sect. 11)

Table 4  
**Subprogramme 1: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2021 initial estimate (before recosting) <sup>a</sup>	Technical adjustments	New/ expanded mandates	Changes			2021 revised estimate (before recosting)
				Other	Total	Percentage	
<b>Financial resources by main category of expenditure</b>							
Post	5 132.9	–	–	(1 687.3)	(1 687.3)	(32.9)	(3 445.6)
Non-post	880.7	–	–	(111.5)	(111.5)	(12.7)	(769.2)
<b>Total</b>	<b>6 013.6</b>	<b>–</b>	<b>–</b>	<b>(1 798.8)</b>	<b>(1 798.8)</b>	<b>(29.9)</b>	<b>(4 214.8)</b>
<b>Post resources by category</b>							
Professional and higher	25	–	–	(5)	(5)	(20.0)	20
General Service and related	6	–	–	(3)	(3)	(50.0)	3
<b>Total</b>	<b>31</b>	<b>–</b>	<b>–</b>	<b>(8)</b>	<b>(8)</b>	<b>(25.8)</b>	<b>23</b>

<sup>a</sup> See A/75/6 (Sect. 11).

## V. Action to be taken by the General Assembly

42. The General Assembly is requested to:

(a) Approve the proposed restructuring of the Office of the Special Adviser on Africa, including the related redistribution of post and non-post resources and the reassignment of posts as described in the present report;

(b) Reduce the appropriation under section 11, United Nations support for the New Partnership for Africa's Development, by an amount of \$498,200;

(c) Reduce the appropriation under section 36, Staff assessment, by an amount of \$63,500.

## Annex I

### Subprogramme 1: additional deliverables for 2021, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>
<b>B. Generation and transfer of knowledge</b>	
<b>Seminars, workshops and training events</b> (number of days)	<b>3</b>
1. Seminars of the platform for African researchers and policymakers	3
<b>Technical materials</b> (number of materials)	<b>13</b>
2. Policy briefs	1
3. Factsheets	12
<b>C. Substantive deliverables</b>	
<b>Consultation, advice and advocacy:</b> evidence and data-based advice and policy proposals provided to United Nations leadership and Member States, through increased participation in United Nations senior coordination mechanisms on Africa-related issues and the regular submissions focusing on trends, foresight and/or policy analysis notes, as well as the organization of briefings in support of their participation in intergovernmental processes; advocacy activities focused on the prioritization of policy proposals aimed at supporting Africa's transformational agenda, including the development of a resource mobilization strategy.	
<b>Databases and substantive digital materials:</b> establishment of a permanent, updated and accessible database linked to the United Nations monitoring mechanism to review commitments made towards Africa's development; data on United Nations action in Africa made available to Member States to complement the reporting mandate of the Office of the Special Adviser on Africa.	
<b>D. Communication deliverables</b>	
<b>External and media relations:</b> Open editorials and press articles linked to the research and reporting activities of the Office of the Special Adviser on Africa.	
<b>Digital platforms and multimedia content:</b> Development of original products for their distribution through social media; dissemination of reports of the Secretary-General as multimedia documents.	

## Annex II

### Functions of the posts reassigned

#### **Director, Governance and Public Administration (D-2)**

The Director, Governance and Public Administration would lead and be responsible for the work programme of the Policy, Monitoring and Global Advocacy Division and ensure its smooth and effective functioning. The incumbent will oversee the preparation of studies and reports on development management, finance and public administration, as well as their linkages with governance and institution building, among other issues. The Director will provide guidance in the implementation of the Division's work programme and, in particular, lead the research, analysis and policy development activities of the Office of the Special Adviser on Africa and their transformation into advocacy products, intergovernmental support services and outputs to enhance the coherence of the United Nations system in support of Africa's transformational agenda, with a particular focus on the implementation of the 2030 Agenda and Agenda 2063 of the African Union.

#### **Chief of Staff (D-1)**

The Chief of Staff will coordinate the programme planning and budgeting process, under the guidance of the Under-Secretary-General, as well as the monitoring and evaluation of the programme implementation. The incumbent will advise the Under-Secretary-General and, under her guidance, manage all logistical, financial, administrative and operational activities of the Office of the Special Adviser on Africa, including the development and implementation of appropriate plans in the areas of human resources, risk management, business continuity and resource mobilization, among others. In this regard, the Chief of Staff will liaise with the Executive Office, the Department of Management, Strategy, Policy and Compliance and the Department of Operational Support to ensure that the Office's budget, accounting, financial and human resources management is consistent with United Nations regulations, rules, policies and frameworks.

#### **Principal Governance and Public Administration Officer, Policy Advocacy and Partnerships (D-1)**

The Principal Governance and Public Administration Officer, Policy Advocacy and Partnerships, would be responsible for leading the policy advocacy activities of the Office of the Special Adviser on Africa on finance, development management and public administration issues, as well as their linkages with governance and institution building, among other issues. In this regard, the incumbent will lead the identification of new or emerging issues of potential concern to Member States and the international community at large, and in the design and development of partnerships to address them. The Principal Officer will coordinate the work carried out by different working groups and units within the Division for Policy, Monitoring and Global Advocacy and by other agencies and bodies of the United Nations system in order to transform their outputs into policy advocacy products that contribute to advancing Africa's development, and will ensure that all outputs produced under his/her supervision meet required standards before completion to ensure that they comply with the relevant mandates.

#### **Senior Data Specialist (P-5)**

The Senior Data Specialist will provide technical oversight and guidance to the data collection, analysis and monitoring functions of the Office of the Special Adviser on Africa, including the technical direction of the United Nations monitoring mechanism to review commitments made towards Africa's development. The

incumbent will turn data into information, information into insight and insight into decisions. Through a range of data-driven products, the Senior Data Specialist will ensure that data is used as an asset to support evidence-based decision-making, strategy development and strategy execution. In this regard, the incumbent will oversee the development and implementation of databases and data collection systems, the identification of data sources and the production of data analytics and data visualization.

**Governance and Public Administration Officer, Policy and Research (P-3)**

The Governance and Public Administration Officer, as policy and research expert, would develop indicators and methodologies to review related databases and qualitative information necessary for the policy analysis and development activities of the Office of the Special Adviser on Africa on the areas of finance, development management and public administration, as well as their linkages with governance and institution-building, among other issues. The incumbent will interpret, apply and, as necessary, adapt data to determine trends, patterns and relationships and analyse the effects of alternative policies and assumptions. The expert will also provide accurate analyses of current and emerging finance, public administration and development management issues, contribute to the preparation of reports and plan and manage expert group meetings as needed.

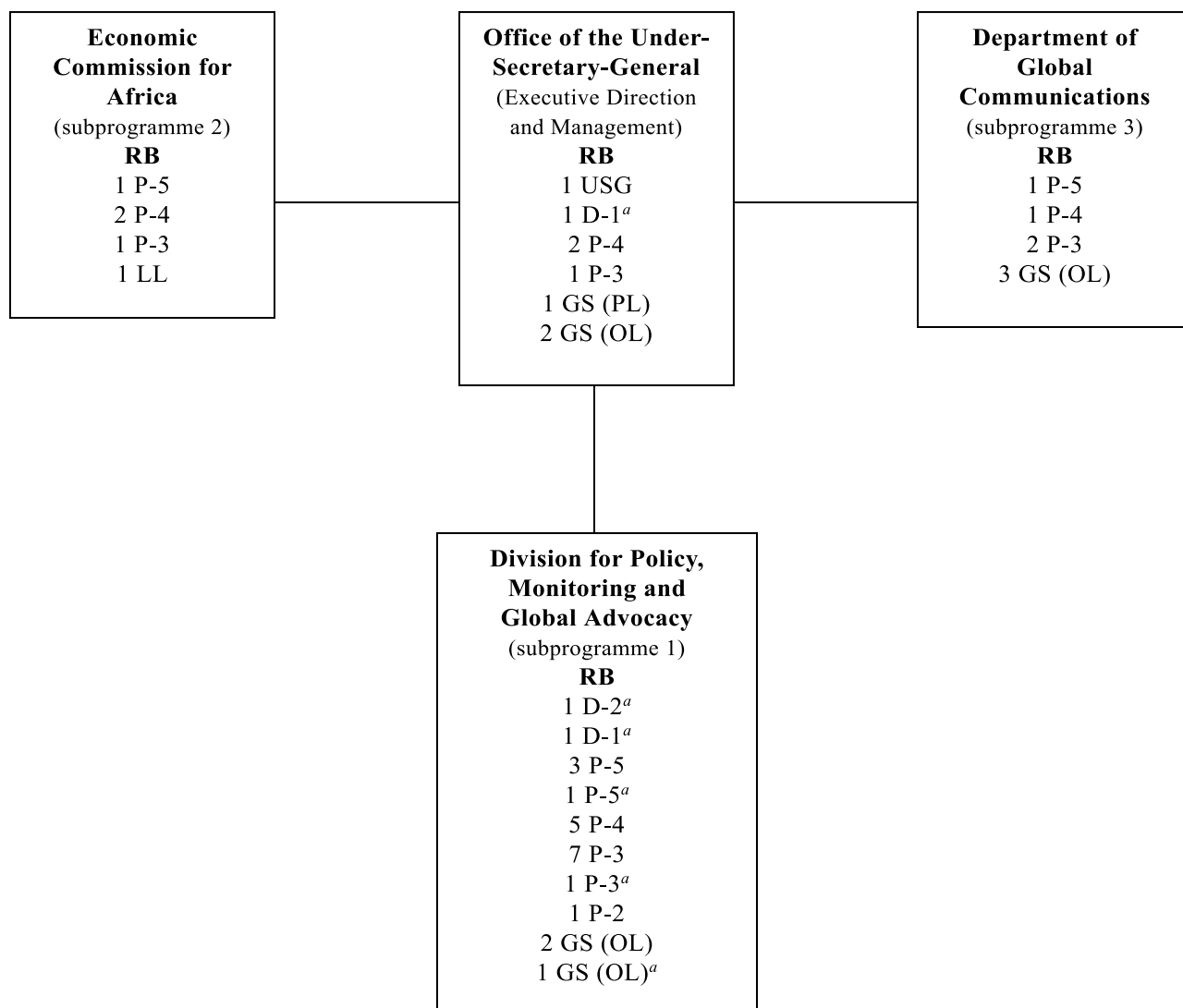
**Data Analysis Assistant (General Service, Other level)**

The Data Analysis Assistant would provide support in the acquisition and cleansing of data for the United Nations monitoring mechanism to review commitments made towards Africa's development and other activities of the Office of the Special Adviser on Africa, in particular in relation to the production of research and policy proposals. In this regard, the Data Analysis Assistant will also provide support in the preparation of data sets, the identification and analysis of patterns, the preparation of data visualization and representation and other functions as needed.



## Annex III

## Organizational structure and post distribution for 2021



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

<sup>a</sup> Reassignment.