

UN Development
Coordination Office
Regional Office for Africa



Annual Results Report 2020-2021



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Foreword

It has been two years since the DCO Regional Office for Africa was established in July 2019 at the UN Economic Commission for Africa (UNECA) compound in Addis Ababa. As the first Regional Director, I had the privilege of building not only a strong team to respond to the needs of Resident Coordinators (RCs), their Offices (RCOs) and UN Country Teams (UNCTs) across Africa, but also the functional environment and space conducive to effective delivery on the UN Secretary-General's UN reform agenda.

Before 2019, DCO Africa existed in UN General Assembly mandates, and Secretariat policy documents. Today, DCO Africa exists in Addis Ababa, and has a small and diverse team of professionals.

This report shows how the DCO Africa team strengthened UN development system coordination in support of 53 RCs, Resident Coordinator Offices and UNCTs to deliver at the country level.

In my engagement with Resident Coordinators and UN Country Teams, I have never missed an opportunity to quote our Secretary-General António Guterres, who in July 2017 described his vision of a 21st-century UN development system as one that is “focused more on people and less on process, more on results for the most poor and excluded, and less on bureaucracy, more on integrated support to the 2030 Agenda and less on ‘business-as-usual.’”

“No single UN entity can deliver on the 2030 Agenda, without addressing the complex interlinkages of its three dimensions – social, economic and environment – with people at the heart of all interventions.”

Integration across boundaries – mandates, sectors, themes, partners and interests – is central to meeting the challenges articulated in the 2030 Agenda and the Sustainable Development Goals. No single UN entity can deliver on the 2030 Agenda on its own, without addressing the complex interlinkages of its three dimensions – social, economic and environment – with people at the heart of all interventions. The whole-of-UN-system and whole-of-government engagement, together with partners and stake-

holders, can help countries achieve transformation, leaving no one behind.

It is important to acknowledge the obvious: the UN on its own does not have all the answers. The effectiveness of the whole-of-UN-system approach depends on partnerships across diverse areas of expertise, interests, and influence, and at different levels – country, regional and global. The report presents views of some of our partners with whom DCO Africa has worked over the past year. Our partners are critical to delivery.

“The focus has evolved and is now less on internal processes, but rather on delivery.”

In presenting this report, I acknowledge that DCO Africa serves as a guide, while the Resident Coordinators and UN Country Teams drive engagement at the country level.

In the past two years of the UN sustainable development system reform, significant progress has been made to respond to diverse challenges of engaging with countries to deliver on the ground the 2030 Agenda and the SDGs, leaving no one behind.

The focus has evolved and is now less on internal processes, but rather on delivery. The following are selected examples of how DCO Africa has supported RCs and UNCTs at the country level, and the UN system at the regional level to respond and deliver on the expectations of countries and the people that the UN system collectively serves:

- > RCs and UNCTs in nine countries – Comoros, Côte d'Ivoire, Eswatini, Ethiopia, Madagascar, Somalia, South Africa, Tunisia and Uganda – finalized, with governments, new generation UN Sustainable Development Cooperation Frameworks that embody the whole-of-UN-system approach and the collective commitment of UN agencies, funds and programmes to help countries achieve transformation through the implementation of the 2030 Agenda and the SDGs, leaving no one behind.
- > The greatest challenge over the past year has been, and still is, the COVID-19 pandemic that has not only cost lives but also stalled – if not reversed –

progress on the implementation of the SDGs. DCO Africa has contributed to the work of 49 UNCTs in preparing socio-economic response plans; and repurposing their resources to help countries address the massive impacts of the COVID-19 pandemic.

- > DCO Africa organized about 20 dialogues for RCs to discuss issues and challenges related to the COVID-19 pandemic, and to strategize on supporting countries to recover better from the impacts of the pandemic, and effectively implement the 2030 Agenda and the SDGs; and the African Union vision – Agenda 2063.
- > All UN Country Teams received support to help them finalize their Business Operations Strategies, contributing to estimated savings totaling US\$337.7 million in the 2020-2024 period.
- > DCO Africa coordinated a comprehensive capacity assessment of the UN Country Team in Sudan, helping UN entities to strengthen their capacity in order to

effectively respond to the country's specific needs.

- > The DCO Africa team, together with other UN entities, contributed to the establishment of the Africa Regional Collaborative Platform, which serves to marshal UN regional expertise to support RCs and UNCTs, and to engage with two or more countries to address cross-border and transboundary issues of significance in reaching those left behind or at risk of falling further behind.

These are only a few examples of responsive coordination. However, much work lies ahead. DCO Africa has built a solid foundation to effectively play its coordination role in support RCs and UNCTs in delivering for the people of the region.

Behind the collective accomplishments of DCO Africa rest the commitment and dedication of each of its staff members that have brought expertise and experience critical to effectively respond to the expectations of RCs and UNCTs, and, through them, the countries in Africa and their people.

Munyaradzi Chenje
Regional Director, Regional Office for Africa
UN Development Coordination Office



Executive summary

The UN Development Coordination Office Regional Office for Africa (DCO Africa) is applying its expertise on multiple fronts to ensure that Resident Coordinators (RCs) and UN Country Teams (UNCTs) across the continent are best positioned to not only deliver on UN reform, but also support countries to recover better from COVID-19 impacts, and achieve transformation through the 2030 Agenda and the Sustainable Development Goals (SDGs).

In the reporting period between August 2020 and July 2021, nine African countries completed a new UN Sustainable Development Cooperation Framework, redefining – in the context of UN reform – engagement at the country level in the implementation of the 2030 Agenda and the SDGs.



DCO Africa guided the first round of countries through the initial phases of developing their Cooperation Frameworks. This journey began with the design of a Common Country Analysis (CCA), another signature instrument of the UN Country Team, to flesh out the best of the UN's collective analysis that DCO Africa rigorously reviewed and quality-assured.

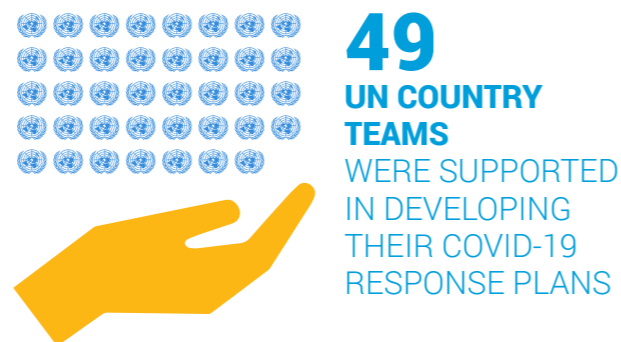
Throughout the inclusive and participatory process, DCO Africa has demonstrated the importance of its strategic, technical, advisory and coordination roles.

During the development phase of the Cooperation Framework following the completion of the Common

Country Analysis, DCO Africa offered a wide range of capacity development services to RCs, RCOs and UNCTs. This comprehensive support included facilitating UNCT retreats; strengthening quality assurance on, for example, CCAs, CFs and UNCT roadmaps; mapping out collective priorities; and helping customize UNCT capacities based on specific country needs.

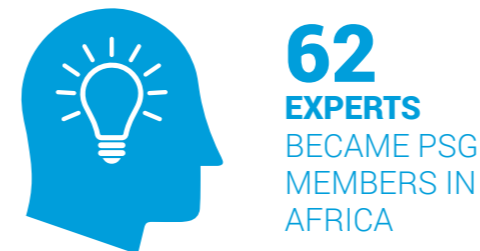
On the COVID-19 front, harnessing the power of coordination and coherence, DCO Africa supported 49 UN Country Teams in developing their socio-economic response plan (SERP) to help countries recover better from the pandemic, and get them back on track to achieve the 2030 Agenda and SDGs, and the African Union's vision – Agenda 2063.

To accelerate the shift from the COVID-19 emergency response to long-term sustainable development priorities, DCO Africa is supporting the integration of socio-economic response plans into the CCAs and Cooperation Frameworks.



Additionally, this report highlights DCO Africa's coordination role at the regional level.

Under the Africa Regional Collaborative Platform (Africa RCP), DCO Africa, the UN Economic Commission for Africa (UNECA) and UN Development Programme (UNDP) worked closely with the regional UN entities to strengthen the capacity of Resident Coordinators and UN Country Teams. The Africa RCP was created to harness the regional assets of the UN, and foster collaboration on the regional front. DCO Africa, UNECA and UNDP are the joint secretariat of the Africa RCP.



DCO Africa also played a collaborative role in reinvigorating the Regional Peer Support Group (PSG), a regional inter-agency group of experts. This group supported RCs and UNCTs with in-country strategic planning and programming and quality control in relation to Common Country Analysis and Cooperation Framework processes and documents.

A total of 62 experts from 22 UN entities are members of the Africa PSG, which is chaired by the DCO Africa Regional Director.

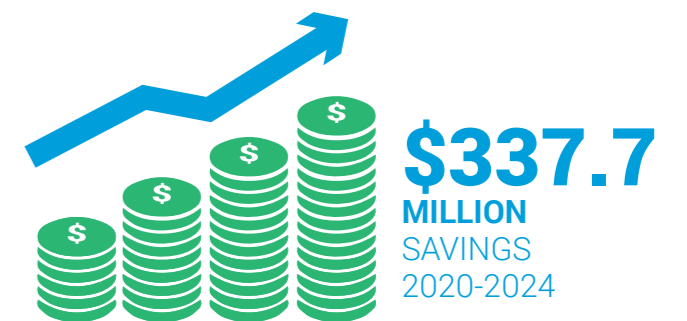
In an effort to tackle the complex challenges facing the Sahel region, DCO Africa provided coordination support to RCs and UNCTs in West and Central Africa in engaging with the UN Special Coordinator for Development in the Sahel, and enhancing the alignment of the UN Integrated Strategy for the Sahel (UNISS) with the 2030 Agenda and the SDGs, by integrating it in Common Country Analyses and Cooperation Frameworks.

Since October 2020, DCO Africa has served as Co-Chair with the African Union Commissioner for Social Affairs of the regional steering committee of the Spotlight Initiative

Africa Regional Programme. The Co-Chairs oversee stakeholder relationships at the regional level; and ensure programme coordination and coherence.

In response to the Secretary-General's call for UN Country Teams that are fit-for-purpose, DCO Africa led a capacity-mapping and assessment exercise in Sudan. The country is in transition: It has a new UN mission, the UN Integrated Transition Assistance Mission in Sudan (UNITAMS). In this context, DCO Africa jointly guided the UNCT in reorienting its capacities, adapting its configuration to a substantial change of circumstances, and addressing significant performance gaps.

Another milestone in this reporting period was the finalization of the Business Operations Strategy (BOS) 2.0 by each and every one of the 53 Resident Coordinator Offices in Africa. This process was facilitated by DCO Africa to accelerate the Secretary-General's efficiency agenda.



By harmonizing, centralizing, and consolidating the use of resources through the improved BOS implementation, the 53 UN Country Teams are estimated to save a total of US \$337.7 million as a result of cost avoidance between 2020 and 2024. Of the total financial gains, the administration common service accounts for \$180.7 million and the information and communication technologies service will help save \$47.6 million.

Through these and other measures, DCO Africa is enabling UN Country Teams to make maximum progress towards the SDGs and Agenda 2063, all at maximum efficiency.

Highlights

1. Responding to COVID-19 impacts on lives and livelihoods

49 UN COUNTRY TEAMS IN AFRICA IMPLEMENTING COVID-19 RESPONSE PLANS

In line with the UN framework for the immediate socio-economic response to COVID-19, DCO Africa provided comprehensive technical support for UN Country Teams (UNCTs) to develop their socio-economic impact assessments (SEIAs) and socio-economic response plans (SERPs) to bring the countries back on course to achieve the 2030 Agenda for Sustainable Development and the Africa Union (AU) Agenda 2063.

Based on the UN framework, DCO Africa designed a set of comprehensive assessment criteria at the regional level to help UNCTs prepare for a high-quality and coherent UN response to the COVID-19 crisis, especially to enhance national ownership and coherence across health, humanitarian, and socio-economic response with a special focus on building back better and collaborative leadership.

During the period under review, DCO Africa's quality assurance support to develop SEIAs and SERPs was provided to UNCTs in 18 countries, including Algeria, Botswana, Burundi, Cameroon, Congo, Equatorial Guinea, Eritrea, Ghana, Kenya, Lesotho, Morocco, Mozambique, Namibia, Senegal, South Africa, South Sudan, Tunisia and Uganda. In addition, the Africa Peer Support Group has been focusing on reviewing Common Country Analyses (CCAs) in relation to SERPs to ensure that CCAs include the analysis on the COVID-19 impact.

As of June 2021, 49 UNCTs, or nearly 90 per cent of them in Africa, have completed their SERPs and are implementing to address the immediate needs and the long-term socio-economic development strategies, well-aligned with the host government's national strategic plans. In addition, 46 UNCTs have developed their SEIAs.

SHIFTING FROM THE CRISIS TO SUSTAINABLE DEVELOPMENT PRIORITIES

Since the implementation of the SERPs started, Resident

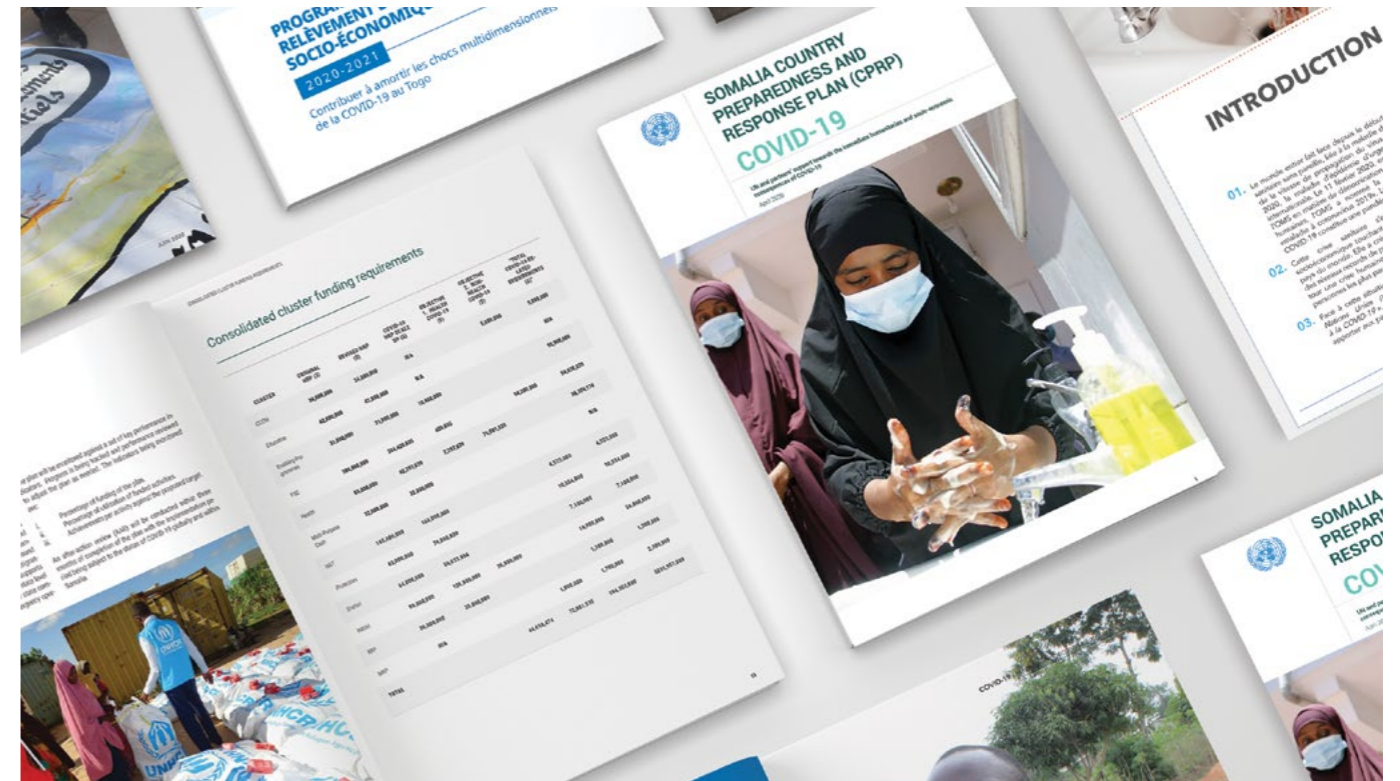
Coordinators (RCs) and UNCTs have reported substantive funding gaps to address the social and economic impacts of the pandemic. According to the completed SERPs, the COVID-19 financial asks amounted to US\$13.3 billion, with funding gaps estimated at US\$8.6 billion, or about 65 per cent of the total budget. RCs and UNCTs repurposed US\$1.25 billion and mobilized an additional US\$1.25 billion from development partners.

The RCs and UNCTs are currently implementing the SERPs to deliver on the long-term socio-economic recovery from the pandemic in line with the five pillars, with a special focus on critical areas to cushion the impact of the crisis, such as support to small and medium-sized enterprises, job creation for youth and women, children's access to e-learning, radio and television, provision of health equipment, capacity development of health workers, social protection schemes, social cohesion and community to protect the most vulnerable groups, and support for innovation and information and communication technology, all of which have catalytic effects on the implementation of the Sustainable Development Goals (SDGs).

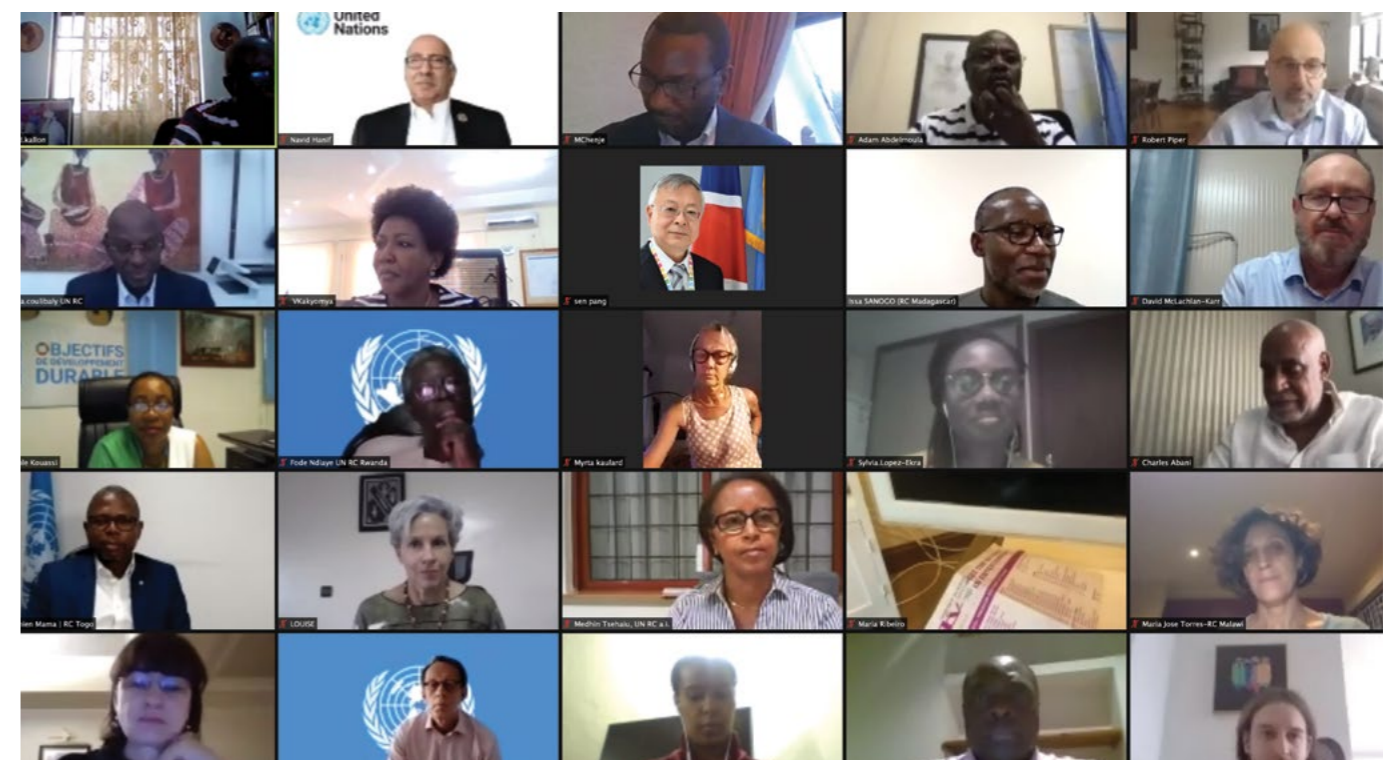
INTEGRATING COVID-19 RESPONSES INTO COMMON COUNTRY ANALYSES AND COOPERATION FRAMEWORKS

DCO Africa organized 12 high-level webinars, bringing together RCs and UNCTs with senior officials from relevant UN entities to elevate awareness of the devastating impact of COVID-19 on the achievement of the 2030 Agenda and Agenda 2063 and the principle of leave no one behind. The virtual sessions, led by DCO Africa, provided the opportunity to the RCs and UNCTs to receive the latest updates on a series of thematic areas and how they were related to the COVID-19 pandemic, and exchange experiences on progress, bottlenecks, opportunities and innovations as each of the RCs led the country responses to the outbreaks and supported host governments to build back better.

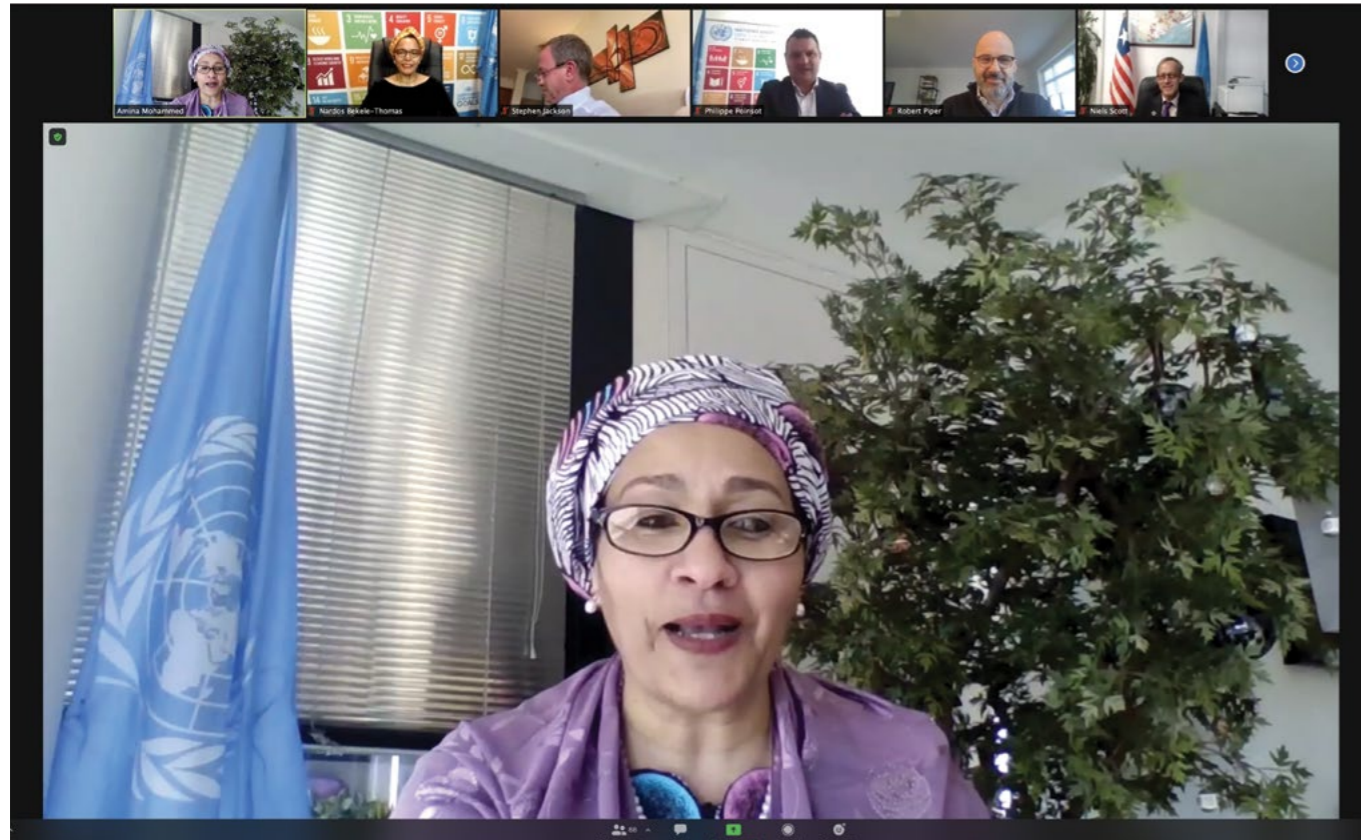
The webinars, chaired by the DCO Africa Regional Director, focused on the following thematic areas: (i) Enhanc-



49 UN Country Teams in Africa prepared socio-economic response plans to help countries address the massive impacts of COVID-19.



A virtual webinar discussed how to unlock SDGs financing in the post-COVID-19 era and fit-for-purpose UNCT configuration.



The UN Deputy Secretary-General spoke to Resident Coordinators across Africa at the annual regional meeting in March 2021.

ing social protection systems to meet the SDGs and build back better, (ii) Financing for COVID-19, (iii) Mitigating the impact of COVID-19 on sustainable development and food security in Africa, (iv) Violence against women and girls, and education, (v) UN policy response to addressing the impact of COVID-19 on the informal economy, governance and democratic space during the COVID-19 pandemic, (vi) Advancing digital technology to deliver on the SDGs and recover better from COVID-19, (vii) Mitigating the debt crisis and ensuring fiscal sustainability during the pandemic, and (viii) Role of land restoration in recovering better from the COVID-19 pandemic and addressing the challenges and opportunities for migration in Africa.

DCO Africa played a pivotal role in facilitating the discussions, identifying high-level guest speakers for the thematic issues, following up on action points and preparation of summary reports. As a result of the webinars, UNCTs operationalized some of the practices at the country level, requested in-country support on the topics discussed at the webinars and facilitated regional discussions with UNCTs experiencing the same issues and challenges to identify sustainable solutions to the relevant issues.

UN DEPUTY SECRETARY-GENERAL CHALLENGES RESIDENT COORDINATORS ON 2021 PRIORITIES

DCO Africa coordinated the Africa regional meeting of Deputy Secretary-General Amina J. Mohammed with the RCs in Africa. Moderated by the DCO Africa Regional Director, the discussion focused on the Secretary-General's priorities for 2021 and effective and joined-up support to Member States in response to the COVID-19 pandemic while delivering on the SDGs and AU Agenda 2063.

The Deputy Secretary-General stressed that to stop the spread of the COVID-19 pandemic, the UN must support governments to ensure the availability of vaccines, giving priority to the frontline workers and the vulnerable population. She also called upon the UN development system to move from processes to real programming in use of the new Cooperation Framework cycle, while fitting the socio-economic response plan within the overall Cooperation Framework, and ensure social inclusion and the availability of the national baselines on the SDGs.

As the DSG provided key guidance to the RCs, the annual

meeting offered a vital touchpoint to provide clarity about the policy direction. This platform also allowed the RCs to share their own experiences and the lessons on how they have dealt with various complexities.

SUSTAINING RCO OPERATIONS IN A CHALLENGING COVID-19 ENVIRONMENT

DCO Africa facilitated Resident Coordinator Offices (RCOs) to develop and update their business continuity plans to ensure that the RCOs were well equipped to raise awareness of critical functions among staff members and take necessary measures to sustain their operations in case of a COVID-19-related emergency or other crises.

DCO Africa also facilitated RCOs across the continent to share with the DCO Business Management Branch relevant information on the COVID-19 vaccines requirement, vaccine recipient age and occupational risks to ensure the countries were included in the UN staff vaccination plans when the host government was able to provide the vaccines for the UN personnel. Under the COVID-19 vaccine

deployment plan, 14 RCOs were supported to have a better understating of vaccine transportation, storage and management, and set up vaccination sites and teams, get the necessary support from the Global Vaccine Deployment Support Team to vaccinate the UN personnel and dependents. DCO Africa also facilitated UN personnel to register on the local UN vaccination portal to assess their priority and vaccination schedule.

Resident Coordinators shared with the Deputy Secretary-General their experiences and lessons on how they dealt with various complexities.





Matshidiso Moeti
Regional Director for Africa
World Health Organization

The COVID-19 pandemic is a once-in-a-100-year event, and it has required an all-of-society response. DCO Africa has facilitated collaboration among Regional Directors of the UN development system across Africa and supported the UN response – the public health and other aspects – in countries, led by UN Resident Coordinators, in close collaboration with representatives of the World Health Organization.

DCO Africa organized meetings with RCs to highlight priorities, clarify roles, and recommend actions to improve the

pandemic response. The office was also instrumental in organizing individual meetings with UN Country Teams to examine challenges in greater detail, find common solutions, and strengthen dialogue across agencies. They brought smaller groups of countries together to have targeted discussions and share experiences. All of this has led to more coherent and effective UN action and produced results.

RCs have advocated with the highest levels of government, negotiated humanitarian corridors and solidarity flights, and facilitated joint planning and resource mobilization.

The UN's advocacy and advice have boosted vaccine confidence, supported the continuity of essential services, and mitigated the socio-economic impacts of the pandemic.

The UN supply portal has helped address global market distortions and delivered essential commodities to communities that need them.

I look forward to an even stronger role for DCO Africa in mobilizing the UN in the post-COVID-19 era to build forward better and get all stakeholders on track towards the SDGs.

Over 150 people attended a virtual forum on the Compact for Safe, Orderly and Regular Migration, held by DCO Africa and IOM in June 2021.



Somalia received the first batch of COVID-19 vaccines via the COVAX Facility in March 2021.

TRANSITIONS AND MOBILITY OF RESIDENT COORDINATORS

AUGUST 2020-JULY 2021: 19 NEW RESIDENT COORDINATORS ASSUMED THEIR POSITIONS IN THE AFRICA REGION					
	Current Country	Name	Current Role	Previous Country	Previous Role
1	Angola	Zahira Virani	Resident Coordinator	São Tomé and Príncipe	RC
2	Benin	Salvator Niyonzima	Resident Coordinator	Lesotho	RC
3	Cameroon	Matthias Naab	Resident and Humanitarian Coordinator	Comoros	RC
4	Comoros	Francois Batalingaya	Resident Coordinator	Central African Republic	OCHA Head
5	Egypt	Elena Panova	Resident Coordinator	Turkmenistan	RC
6	Eritrea	Amakobe Sande	Resident and Humanitarian Coordinator	China	UNAIDS Country Director
7	Gabon	Savina Ammassari	Resident Coordinator	Cameroon	UNAIDS Resident Representative
8	Kenya	Stephen Jackson	Resident Coordinator	Gabon	RC
9	Liberia	Niels Scott	Resident Coordinator	Burundi	RC a.i.
10	Libya	Georgette Gagnon	Assistant Secretary General/Resident and Humanitarian Coordinator	Geneva	OHCHR Director of Field Operations and Technical Cooperation
11	Madagascar	Issa Sanogo	Resident Coordinator	Côte d'Ivoire	WFP Director of the Regional Centre of Excellence Against Hunger and Malnutrition
12	Mali	Alain Noudehou	Deputy Special Representative of the Secretary-General/Resident and Humanitarian Coordinator	South Sudan	DSRSG/RC/HC
13	Morocco	Sylvia Lopez-Ekra	Resident Coordinator	Ghana	RC a.i.

	Current Country	Name	Current Role	Previous Country	Previous Role
14	Niger	Louise Irene Aubin	Resident and Humanitarian Coordinator	Australia	UNHCR Regional Representative
15	Senegal	Siaka Coulibaly	Resident Coordinator	Benin	RC
16	Sierra Leone	Babatunde Ahonsi	Resident Coordinator	China	RC a.i.
17	Sudan	Khardiata Lo N'Diaye	Deputy Special Representative of the Secretary-General/Resident and Humanitarian Coordinator	Niger	RC/HC a.i.
18	Tunisia	Arnaud Peral	Resident Coordinator	Ecuador	RC
19	Uganda	Susan Ngongi	Resident Coordinator	Eritrea	RC
AUGUST 2020-JULY 2021: SIX RESIDENT COORDINATORS REASSIGNED FROM AFRICA OR RETIRED					
1	China	Siddharth Chatterjee	Resident Coordinator	Kenya	RC
2	Costa Rica	Allegra Baiocchi	Resident Coordinator	Cameroon	RC/HC
3	Jamaica	Garry Conille	Resident Coordinator	Burundi	RC
4	UN Headquarters, New York	Rosa Malango	Director of Regional Commissions New York Office	Uganda	RC
5	Retired	Mbaranga Gasarabwe	Retired	Mali	DSRSG/RC/HC
6	Retired	Richard Dictus	Retired	Egypt	RC
	Ethiopia	Yacoub El Hillo	Regional Director a.i. DCO Africa (as of 1 August 2021)	Libya	DSRSG/RC/HC

2. Leadership at all levels critical to advancing the Decade of Action on the SDGs

In this reporting period, DCO Africa developed and co-organized two sub-regional induction sessions for the new Resident Coordinators in Africa with the Secretary-General's special representatives. The sessions addressed existing opportunities and the cross-pillar linkages across humanitarian, sustainable development and peace actions to integrate them in Common Country Analyses, Cooperation Frameworks and joint programmes.

RESIDENT COORDINATORS PARTICIPATE IN HIGH-LEVEL INDUCTION SESSIONS

An induction session, engaging with Special Representative of the Secretary-General (SRSG) and Head of UN Office to the African Union (UNOAU), Ms. Hanna Tetteh, explored opportunities to harness partnerships with the African Union and Member States, in the area of peace and security, through UNOAU and identified opportunities for integrating the AU-UN framework and the AU Agenda 2063 in CCAs and CFs.

Twenty-five participants – one Deputy Special Representative of the Secretary-General, one Assistant Secretary-General/

Resident and Humanitarian Coordinator, three Resident and Humanitarian Coordinators and 20 Resident Coordinators – attended this interactive webinar on the UNOAU mandate, its 2021 priorities, the AU-UN frameworks and potential areas of support for RCs.

In addition, attended by the RCs in Kenya, Sudan and Uganda, the induction session with Mr. Parfait Onanga-Anyanga, Special Envoy of the Secretary-General for the Horn of Africa, identified opportunities for the three RCs to take stock of the progress made in the implementation of the UN Strategy for the Horn of Africa. The RCs equally identified entry points for the integration of the Horn of Africa strategy into CCAs and CFs.

DCO Africa organized another induction webinar, where the UN Special Coordinator for Development of the Sahel presented his mandate to nine RCs in the Sahelian countries. The Resident Coordinators requested dedicated support to scale up the implementation of the UN Integrated Strategy for the Sahel and integrate it into the design of CCAs and CFs.

The President of Uganda launched the Cooperation Framework with the UN Country Team in September 2020.



COORDINATING PERFORMANCE APPRAISALS

With the DCO Leadership Branch, DCO Africa coordinated the performance appraisal for all the RCs and UN Country Teams across the continent. The performance appraisal meetings were conducted in the third quarter of 2020 and co-chaired by the DCO Director and the Director of the Regional Bureau for Africa of the UN Development Programme.

DCO Africa also supported the performance appraisal of all the 53 UNCTs by the Regional Directors of the UN development system. The appraisal was based on (i) SDG Implementation, (ii) Operationalizing the Secretary-General's Prevention Vision, (iii) Strategic Financing and Partnerships, (iv) Leaving No One Behind, (v) Human Rights and Gender Equality and (vi) Business Innovation.



3. Planning and coordination for sustainable development results

Country front

In this reporting period, DCO Africa continuously provided backstopping support to 53 Resident Coordinator Offices in the region, particularly on issues related to Cooperation Framework roadmaps, Common Country Analyses, Cooperation Frameworks, the facilitation of UNCT retreats, UNCT configuration, the Management and Accountability Framework, preparation for country results reports, RCO and UNCT work plans, UN Info and Information Management System, and other issues related to coordination.

NINE AFRICAN COUNTRIES COMPLETE A NEW COOPERATION FRAMEWORK

DCO Africa took on the strategic, technical, and advisory role to guide RCOs and UNCTs in Africa through the design of their CCA and UN Sustainable Development Cooperation Framework. Based on the new guidance and companion pieces, DCO Africa effectively supported 23 countries to develop the CCA and 17 countries to design the new Cooperation Framework.

23 countries were supported by DCO Africa to develop their Common Country Analysis:

Algeria, Benin, Botswana, Cameroon, Chad, Comoros, Eritrea, Eswatini, Ethiopia, Guinea-Bissau, Lesotho, Madagascar, Mauritania, Morocco, Mozambique, Rwanda, Senegal, Sierra Leone, Somalia, The Gambia, Togo, Uganda and Zimbabwe

17 countries received support from DCO Africa to develop their Cooperation Framework:

Algeria, Botswana, Cameroon, Comoros, Côte d'Ivoire, Eritrea, Eswatini, Ethiopia, Guinea-Bissau, Madagascar, Morocco, Mozambique, Somalia, South Africa, Tunisia, Uganda and Zimbabwe

Of the 17 countries, with DCO Africa's support, nine countries completed the new-generation Cooperation Framework as of July 2021 – Comoros, Côte d'Ivoire, Eswatini, Ethiopia, Madagascar, Somalia, South Africa, Tunisia and Uganda.

Côte d'Ivoire's Minister of Planning and Development and the Resident Coordinator signed the Cooperation Framework in January 2021.



With the nine African countries heading into the implementation phase of the new-generation CF, DCO Africa, with the DCO Policy Programming Branch, has provided them with consistent and ongoing capacity development support, which included training sessions and orientations on a Joint Work Plan, Multi-Year-Financing-Framework, Monitoring, Evaluation and Learning (MEL), resource mobilization, and UN Info.

The comprehensive assistance provided by DCO Africa included technical orientations and briefings on the UN reform to staff members at the RCOs and UNCTs, ongoing helpdesk function, capacity development workshops for UNCTs, government counterparts and UN technical coordination groups, facilitation of UNCT retreats and consultations, provision of quality assurance for strategic documents such as UNCT road maps, CCAs and CFs, UNCT configuration exercises, funding and financing frameworks and leveraging regional assets of the UN development system to support CCA and CF development and analytical support through the opportunity/issue-based coalitions, integration of COVID-19 imperatives in country programmes, and support on the socio-economic response plans through the development of assessment tools and reviews by Regional Directors of the UN development system.

In addition, DCO Africa extended its support to 27 countries, including Algeria, Benin, Botswana, Burkina Faso, Cabo Verde, Cameroon, Congo, Côte d'Ivoire, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Libya, Madagascar, Morocco, Niger, Nigeria, Rwanda, São Tomé and Príncipe, Senegal, Sierra Leone, Tanzania, The Gambia, Togo, Zambia and Zimbabwe. It provided relevant technical guidance and feedback in developing the CF roadmap and design of CCA and CF.

“Of the 17 countries, with DCO Africa’s support, nine countries completed the new-generation Cooperation Framework as of July 2021 – Comoros, Côte d’Ivoire, Eswatini, Ethiopia, Madagascar, Somalia, South Africa, Tunisia and Uganda.”

INTEGRATING THE SECRETARY-GENERAL'S PREVENTION AGENDA IN CCAs AND CFs

DCO Africa supported 23 UNCTs to integrate the Secretary-General's prevention agenda in their CCAs and 17 UNCTs into their CFs with the multi-dimensional risk analysis. The DCO Africa team also ensured that RCs and UNCTs were engaged in implementing regional prevention strategies, particularly the Comprehensive Regional Prevention Strategy for the Horn of Africa, while helping Peace and Development Advisors deploy to support RCs and UNCTs in preparing and implementing their prevention strategies.

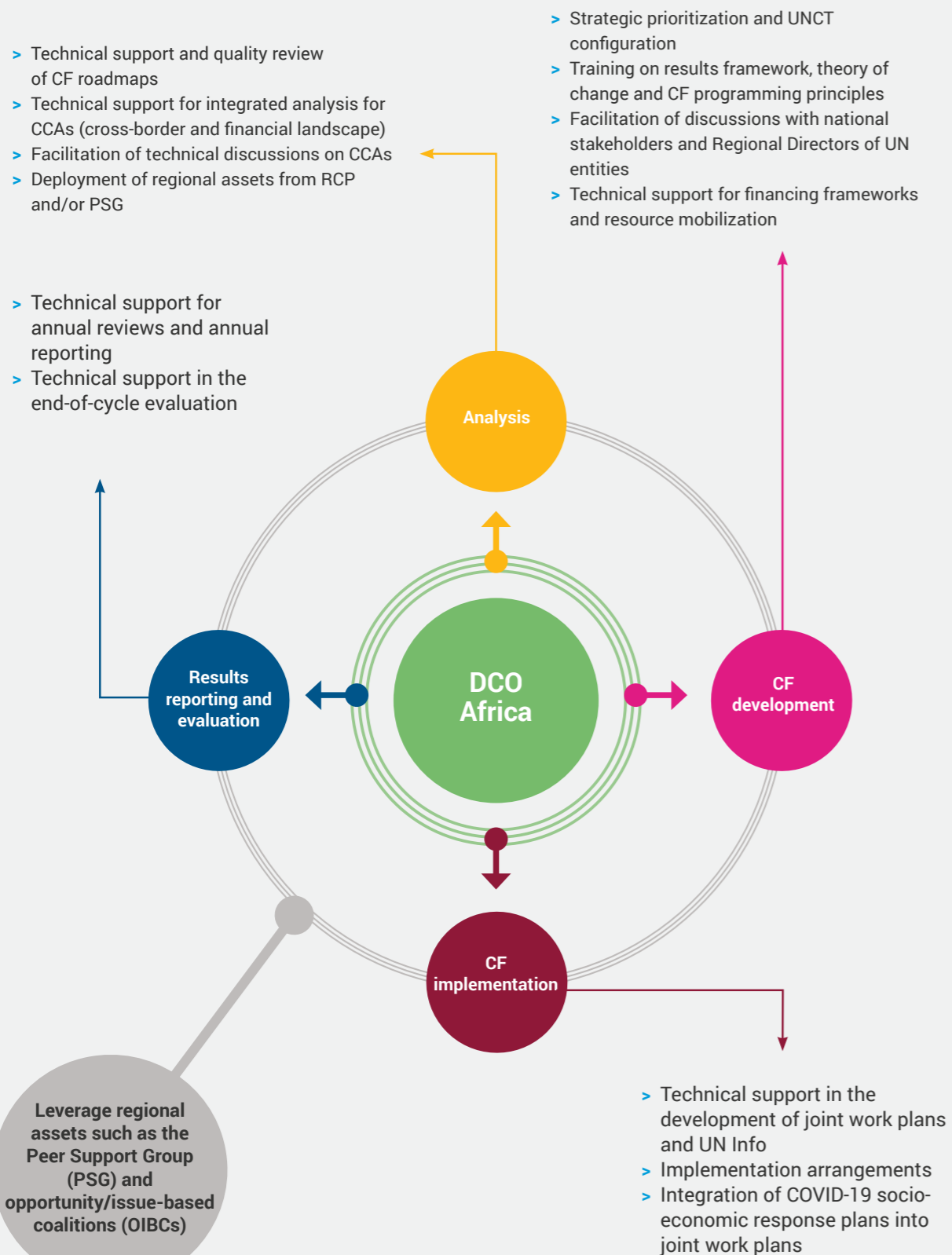
Forging strategic priorities together

DCO Africa has played a capacity development, quality assurance and advisory role. Its team members held an initial briefing with the RCOs in Algeria, Eritrea, Guinea-Bissau and Morocco to understand the expected outcomes and the format of retreat – an internal retreat with UN officials, one with external partners or a combined one.

DCO Africa navigated highly consultative discussions on country-specific issues as an independent and neutral facilitator to build consensus on a set of priorities and help UNCT members agree to work collectively on joint results, which sometimes required UNCTs to consult with government officials, civil society groups, private-sector partners and other stakeholders.

Most of the UNCTs were new to the post-UN reform strategic prioritization. DCO Africa has guided them on how to organize the exercises and shared lessons learned from other countries that had successfully conducted them.

DCO AFRICA SUPPORT TO THE UN SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK PROCESS



Catherine Sozi
Resident and Humanitarian Coordinator in Ethiopia

Ethiopia was one of the first countries that developed a UN Sustainable Development Cooperation Framework under the new guidance, and DCO Africa provided invaluable support in the form of technical guidance and clarifications to the UN Country Team, organizing workshops for UNCT and reviewing and providing feedback on draft strategic documents. In particular, DCO Africa's support for the UNCT configuration was of great help. Since the configuration was a new exercise for the UNCT, the close support and advice from DCO Africa helped my office to acquire the capacity for the exercise and share experiences with other countries.

The DCO Africa team members facilitated both internal discussions with the Resident Coordinator and a workshop with UNCT. Furthermore, they reviewed the UNCT configuration concept note and provided feedback on the document. DCO Africa further facilitated a meeting with the Regional Directors of the UN development system, which provided us with the opportunity to discuss our Cooperation Framework and UNCT configuration.

A new spirit of partnership and collaboration among UN entities

DCO Africa has supported the Resident Coordinators and UN Country Teams to facilitate the best configuration of the UN entities to be engineered with adequate capacity to deliver the new Cooperation Framework. The UNCT configuration is a new step in the CF process that has been introduced since the rollout of the UN reform three years ago.

Under the new CF cycle, the configuration exercise, facilitated by DCO Africa, offered UNCTs a real moment to reflect on the capacities required to deliver the CF before heading into its actual implementation phase. The configuration is needs-based and tailored to each of the country requirements, based on the specific priorities that are articulated in the Cooperation Framework.

The discussion on the capacity needs assessment and resources at the UNCT has improved coordination and

transparency among UNCT members. In addition, these exercises led to opportunities for more coordination among UN agencies, funds and programmes and more understanding on which UN entity brings what capacity and resources.

Furthermore, the configuration exercise enabled UNCTs to tap into the UN development system's assets and capacities outside the country through their regional offices and headquarters. It has also allowed UNCTs to review their business models to implement their CF. For instance, through the UNCT configuration exercise in South Africa, UNCT members recognized the need for their capacity and assets to be decentralized across the provinces in the context of leave no one behind and delivering on the 2030 Agenda to align with the district delivery model of the Government of South Africa. The configuration exercise enabled the UNCT in South Africa to shift and enhance the modality of their capacities at the provincial level.

INTRODUCING THE REGIONAL COLLABORATIVE PLATFORM TO RESIDENT COORDINATORS

DCO Africa facilitated a strategic meeting between the Vice-Chairs of the Regional Collaborative Platform (RCP) and RCs in Africa to engage them and advance the regional UN reform. The meeting drew 66 RCs and relevant RCO staff members to update them on how the Secretary-General's reform recommendations were articulated in the context of Africa's regional specificities. DCO Africa also shared the modalities on how RCs and RCOs could tap into the regional assets under the RCP for the design and implementation of CCAs and CFs, and other programmatic interventions in their countries.

As part of the RCP implementation, the RCs were assisted to leverage regional inter-agency mechanisms and initiatives, such as the SDG Gateway statistical platform, the deployment of surge capacity to support countries to recover from COVID-19 and realize the 2030 Agenda and AU Agenda 2063.

ENHANCING CAPACITIES THROUGH PEER-TO-PEER EXCHANGE AND COMMUNITIES OF PRACTICE

DCO Africa established a network of economists from RCOs and provided a knowledge-sharing platform to respond to

their substantive queries and exchange their peer learning experiences. The economist is one of the core functions at each RCO, and DCO Africa's regular engagement facilitated them to better understand key issues such as the implementation of the COVID-19 socio-economic response plan and integrated national financing framework on the ground.

With the DCO Partnership Division in New York, DCO Africa also created and moderated a regional network of Partnerships and Development Finance Officers from RCOs across Africa. At the meetings co-convened regularly by DCO Africa, network members exchanged experiences on their roles and responsibilities, and collectively brainstormed solutions to the challenges related to funding and financing for the 2030 Agenda and resource mobilization issues. The network also served as a forum for the group members to share the latest practices on analyzing the financial landscape of their countries and developing the funding and financing strategy for the Cooperation Framework.

DCO Africa's collaboration with the UN Network for Evaluation in Eastern and Southern Africa (UNNEESA) resulted in a training session for staff members of RCOs and UNCTs in the regions of East and Southern Africa. The peer-to-peer exchange with UNNEESA members equipped the Team Leaders/Strategic Planners, Partnerships and Develop-



The UN in Mauritius assisted disaster risk management, responding to the Wakashio oil spill with regional support.

ment Finance Officers, and Data Management and Results Officers with innovative solutions and knowledge resources related to technical support and quality assurance to evaluate the Cooperation Framework. It also helped RCO staff members strengthen national evaluation capacity development, which included enhancing national policies, systems and cultures to ensure accountability for public policies, and supporting governments to uplift an evidence perspective to achieve the SDGs through evidence-based Voluntary National Reviews.

COORDINATION OF THE SPOTLIGHT INITIATIVE AFRICA REGIONAL PROGRAMME

The Spotlight Initiative Africa Regional Programme (SIARP) is funded by the European Union, aiming at promoting gender equality as a pre-condition and driver for the achievement of the SDGs and the African Union Agenda 2063 as well as the expression of commitments of the AU Commission, EU and UN to strive for the elimination of all forms of violence against women and girls.

Since taking over the coordination role in October 2020 from the Special Representative of the Secretary-General to the African Union and Head of the UN Office to the AU, DCO Africa has served as a coordination and strategy focal point to focus on governance, oversight and coordination as Co-Chair of the SIARP regional steering committee with the Commissioner for Social Affairs of the AU Commission to oversee the stakeholder relationships at the regional level and ensure programme coordination and coherence. A critical function of the steering committee is to provide

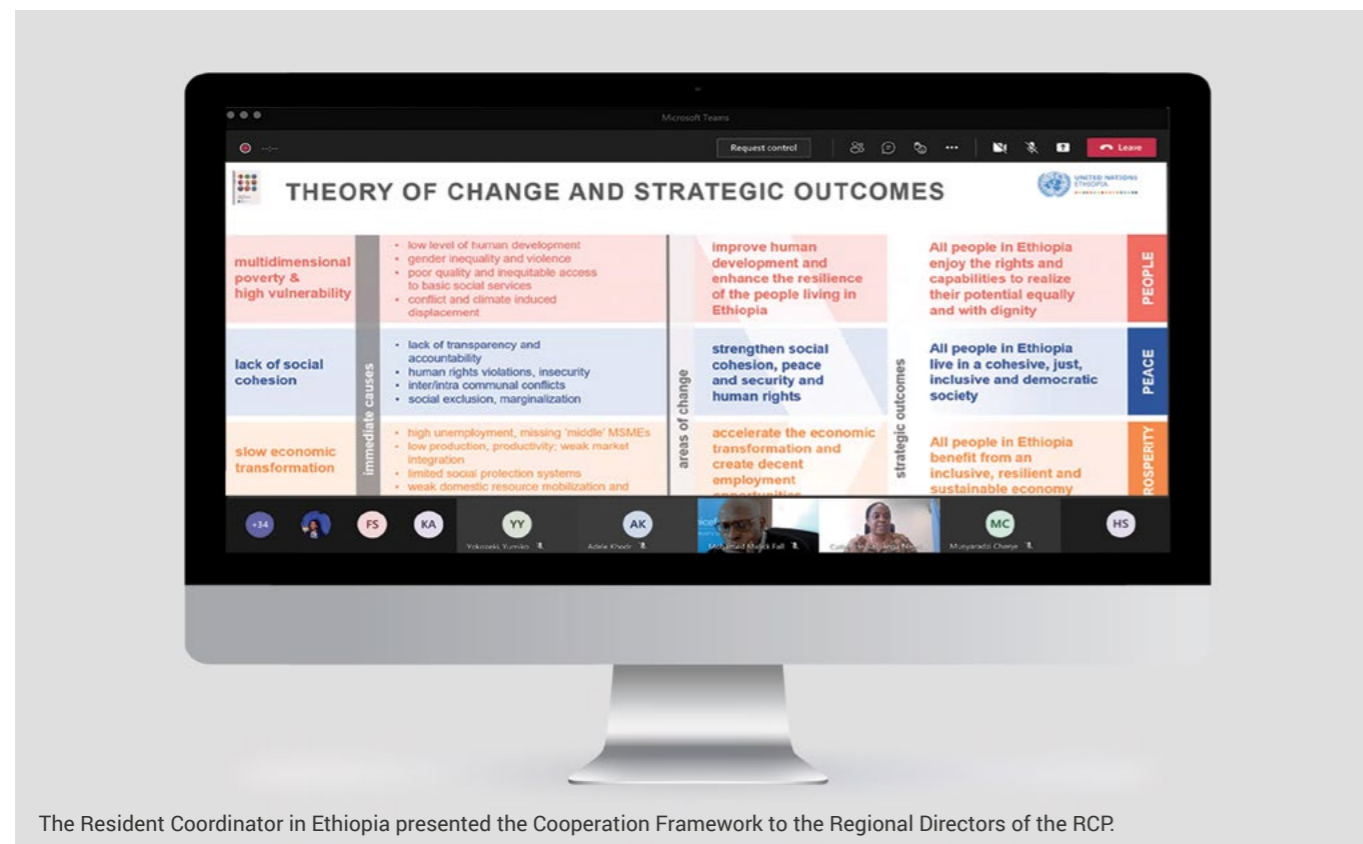
political oversight, build linkages and synergies and avoid duplications amongst Stream I, Stream II on female genital mutilation and Stream II on child marriage.

INCORPORATING GENDER EQUALITY IN THE COOPERATION FRAMEWORK PROCESS

Further to DCO Africa's training engagement with the Gender Thematic Group (GTG) of the UNCT in Tanzania on the centrality of gender equality and women's empowerment to the UN reform, the GTG was guided to integrate gender equality in the Common Country Analysis and Cooperation Framework. The GTG was also informed on the capacities available at the regional level to support gender mainstreaming efforts, and was connected to the GTG in Kenya for peer-to-peer exchange on mainstreaming gender equality in the Cooperation Framework through the CF Technical Results Groups.

STRATEGIC SUPPORT FOR A MULTI-COUNTRY OFFICE IN AFRICA

Mauritius and Seychelles are the only countries that fall under the coverage of a Multi-Country Office in Africa. DCO Africa has been supporting the two countries to advance the delivery on sustainable development, based on their country-specific situation. For instance, timely regional support was coordinated and deployed under the Regional Directors in East and Southern Africa to the Government of Mauritius to mitigate the negative impact of the MV Wakashio oil spill and averted an ecological disaster, preserving the livelihoods of communities. Additionally, DCO Africa helped



The Resident Coordinator in Ethiopia presented the Cooperation Framework to the Regional Directors of the RCP.

Tailored support to countries in complex, transitional settings – Coordination of the Secretary-General's Planning Directive for Burkina Faso

As a co-chair of the Emergency Task Force (ETF) for Burkina Faso, DCO Africa actively worked with the RC and RCO to galvanize the efforts of UNCT and the regional UN entities to scale up the implementation of the planning directive, mainly to advance its four major deliverables.

In line with the Executive Committee decision, the Secretary-General's planning directive for Burkina Faso was adopted in August 2020 by the ETF at the headquarters under the leadership of the Development Coordination Office and Department of Political and Peacebuilding Affairs (DPPA) in close consultation with the RC, UNCT and Executive Office of the Secretary-General. With DPPA and RCO, DCO Africa revitalized the ETF

Working Level (WL) to follow up on the progress of the implementation of each deliverable and identify challenges that impact its implementation. The ETF WL held two meetings on 15 April and 18 May 2021.

After various interventions, including one with the DCO Director, the RC and UNCT in Burkina Faso made substantial efforts since the beginning of 2021 to accelerate the implementation of the planning directive, in the face of increased complexity and demands in the country.

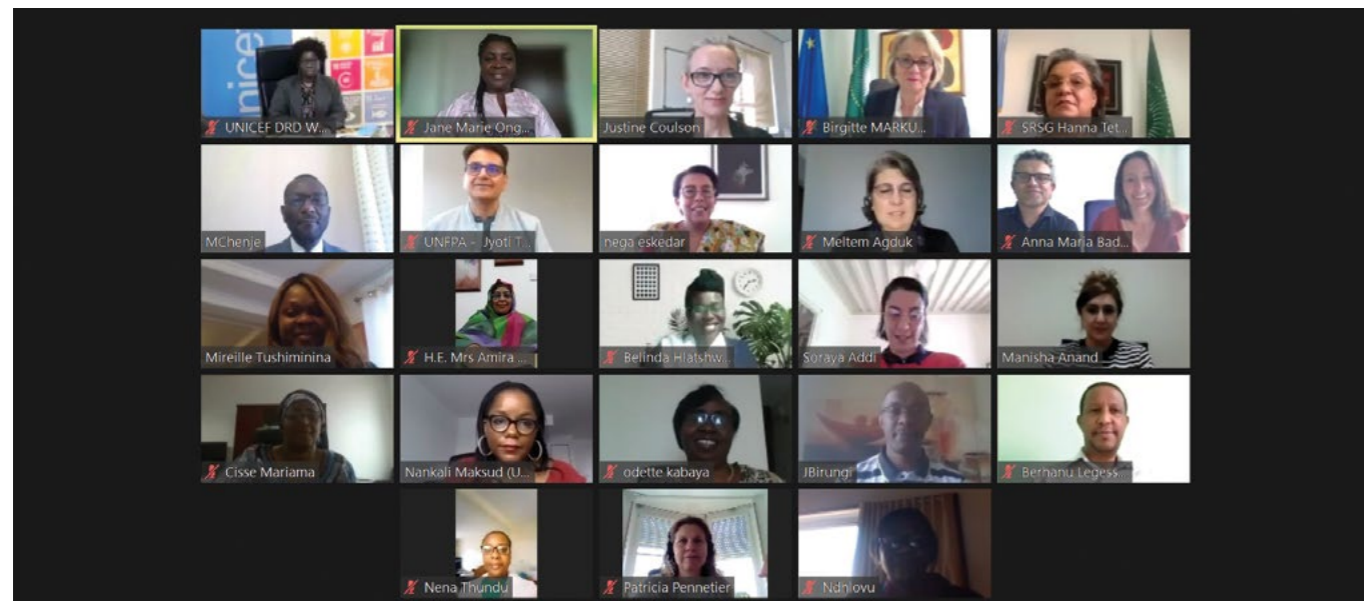
In the upcoming months, DCO Africa will follow up with the RC and RCO on a resource mobilization strategy and the requested asks by the UN principals to implement the directive. Finally, DCO Africa will continue convening regularly the ETF WL to make sure that the outstanding deliverables are implemented in line with the ongoing security context.

Mauritius and Seychelles develop their socio-economic response plan by supporting the RC in galvanizing UN entities to conduct socio-economic impact studies of COVID-19 on food security, education, culture and maritime crime.

To enhance South-South and triangular cooperation and cross-regional learning among RCs and UNCTs on the continent, DCO Africa facilitated the UNCT of the Multi-Country

Office that covers Mauritius and Seychelles to exchange experiences and lessons at UNCT retreats of Small Island Developing States in the region, such as Madagascar, Comoros, and Cabo Verde, in line with the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries (BAPA+40) and the UN Conference on South-South Cooperation.

The first regional steering committee meeting of the Spotlight Initiative Africa Regional Programme was held in May 2021.



Fodé Ndiaye
Resident Coordinator in Rwanda

UN Rwanda received technical support from DCO Africa at the highest level as its UNCT retreat in May 2021 was moderated by Mr. Munyaradzi Chenje, DCO Africa's Regional Director. Active participation and involvement by UNCT members were firmly attributed to the role of the moderator and facilitators. They have unequivocally contributed to achieving the expected outcomes of the UNCT retreat. Evaluation by the retreat participants revealed that close to 90 percent of them strongly agreed that the moderators provided insightful information on the theme, connected with participants, and provided an excellent and high-quality moderation of sessions.

DCO Africa also provided additional technical support by delivering a presentation that shaped the discussion on UNCT configuration to advance the implementation of the UN Development Assistance Plan II/Cooperation Framework, Africa Regional Collaboration Platform, issue-based coalitions, and inter-agency mechanisms.



Myrta Kaulard
Resident and Humanitarian Coordinator in Mozambique

The UN in Mozambique has received extensive support from DCO Africa since the inception of the Common Country Analysis and Cooperation Framework development process. The Peer Support Group provided us with extensive feedback on the CCA, which contributed to strengthening the document before its finalization.

Furthermore, DCO Africa has provided significant support in preparation for the CF, particularly in the area of capacity development. During our UNCT retreat, DCO Africa led a session on the UN reform, focusing on the new generation Cooperation Framework. DCO Africa led a training session with the Government of Mozambique on the UN reform and CCA and CF process with 30 representatives of the Mozambican Government. DCO Africa also participated in the strategic prioritization retreat with a special focus on moving from analysis to prioritization, attended by over 50 UN and government participants.

Additionally, DCO Africa supported my office to prepare for the meeting of the Regional Directors of the UN development system on Mozambique with the Resident Coordinators to promote coherent regional support to the strategic adjustments the UNCT in Mozambique is undertaking to respond to the complex crisis in the north of the country. inter-agency mechanisms.



The UN established a special political mission in Sudan on 3 June 2020 to support its transition to democratic rule.

Mapping out the whole-of-UN capacity for the new transitional setting in Sudan

In response to the Secretary-General's call for UN Country Teams that are fit-for-purpose, DCO Africa led a capacity mapping and assessment exercise in Sudan. This capacity mapping was conducted in the transitional context of the establishment of a new mission, the UN Integrated Transition Assistance Mission in Sudan (UNITAMS) and the drawdown of the UN-African Union Mission in Darfur (UNAMID) to pave the way for the strategic planning of the UNCT and UNITAMS.

The process involved three phases: preparation, in-country consultation, and report finalization. DCO Africa and the UN Transitions Project team, with staff at the UN agencies, funds and programmes in Sudan, reviewed the current capacities of the UNCT to support the UNITAMS mandate and its transition in Sudan. The capacity mapping reconfirmed that UNCT did not have sufficient capacity to successfully accompany the transition and resulted in a set of recommendations.

Further to the recommendations, UNCT and UNITAMS have been working together as an integrated mission. The findings have also triggered the UN entities in Sudan to be fit-for-purpose to steer the transition. Building on the capacity mapping, UN agencies such as the UN Development Programme have used the findings and reviewed their internal capacity configuration to deliver more efficiently.

The capacity mapping was carried out in an inclusive manner. The findings were shared with UNCT, reviewed by Regional Directors of the UN development system at the regional level that expressed an overwhelming show of support. Finally, the DCO Director and the Deputy Special Representative of the Secretary-General/Resident and Humanitarian Coordinator in Sudan convened a meeting at the headquarters level to mobilize further support with Assistant Secretaries-General from UN Agencies, Funds and Programmes. Further to the ASG-level meeting, the DSRSG would provide quarterly updates on the following topics:

1. Analytics of strategy development: the Common Country Analysis process, UNITAMS-UNCT collaboration, and joint work
2. Programme expansion in key areas, including support to government systems
3. Field presence and coordination of efforts outside of Khartoum
4. Darfur following UNAMID's drawdown
5. Coordination around resource mobilization and avoidance of competition
6. Issues on the joined-up approach across humanitarian, sustainable development and peace actions, and deconflict the humanitarian and sustainable development fundraising while avoiding competition with the government

Regional front



Vera Songwe
UN Under-Secretary-General and
Executive Secretary of the UN Economic
Commission for Africa
Vice-Chair, Africa Regional Collaborative Platform

The UN Economic Commission for Africa (UNECA) continues to work closely with DCO Africa and the UN Development Programme in the joint secretariat of the Regional Collaborative Platform to support the RCP, its Chair, and Vice-Chairs. The relationship has been seamless and extremely productive. We have also worked with DCO Africa to share the results of UNECA's knowledge products and strategic policy initiatives with the Resident Coordinators and UNCTs in support of the African Member States to address the challenges of the COVID-19 pandemic and facilitate recovery. UNECA looks forward to a deeper and more fruitful collaboration with DCO Africa.



Ahunna Eziakonwa
UN Assistant Secretary-General and
Director of the Regional Bureau for Africa
UN Development Programme
Vice-Chair, Africa Regional Collaborative Platform

DCO Africa provides an important service, which, together with the UN Economic Commission for Africa and UN Development Programme, is the glue holding together the joint secretariat of the Africa Regional Collaborative Platform. At a time when Member States' needs for support have increased exponentially, the Africa RCP, which brings the best of regional system-wide assets to the service of a country team through joined-up delivery of thematically defined coalitions, is creating a stronger value proposition from the United Nations to Africa.

DAWNING OF THE AFRICA REGIONAL COLLABORATIVE PLATFORM

DCO Africa worked closely with the regional UN entities to advance the reforms on the regional front collectively by consolidating existing coordination mechanisms in Africa to enhance access to regional expertise and assets to deliver on the Sustainable Development Goals and recovery from the COVID-19 pandemic.

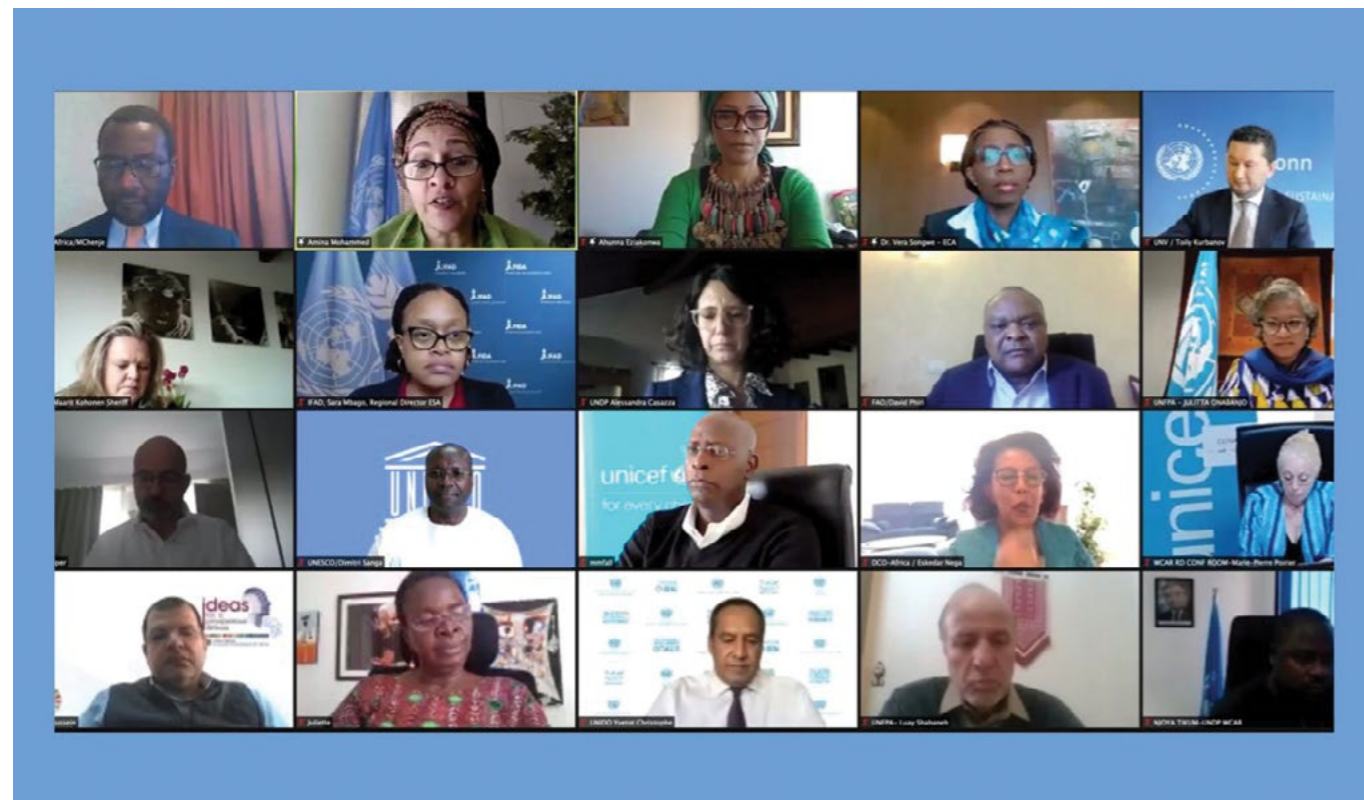
Placing a special focus on operationalizing the Africa Regional Collaborative Platform (RCP), DCO Africa, with other UN entities, contributed to the establishment of the Africa RCP to marshal UN regional expertise and channel it to support RCs and UNCTs on the country front.

The Africa RCP provided regional responses to COVID-19, which included a set of COVID-19 strategic policy briefs and studies and a COVID-19 Knowledge Management Hub, offering a one-stop point on system-wide resources in support of combatting the pandemic. Its work on debt management and restructuring highlighted resources to help countries cope with complex and pressing fiscal pressures.

The engagement and undertakings by the regional UN entities culminated in the official launch of the Africa Regional

Collaborative Platform in December 2020, and the inaugural annual RCP meeting in March 2021, chaired by Ms. Amina J. Mohammed, UN Deputy Secretary-General and Chair of the UN Sustainable Development Group, and two Vice-Chairs – Ms. Vera Songwe, Executive Secretary of the UN Economic Commission for Africa (UNECA), and Ms. Ahunna Eziakonwa, Director of the Regional Bureau for Africa of the UN Development Programme (UNDP) – to guide and propose the regional priorities across the continent.

The inaugural annual RCP meeting in March 2021, chaired by the Deputy Secretary-General with two Vice-Chairs.



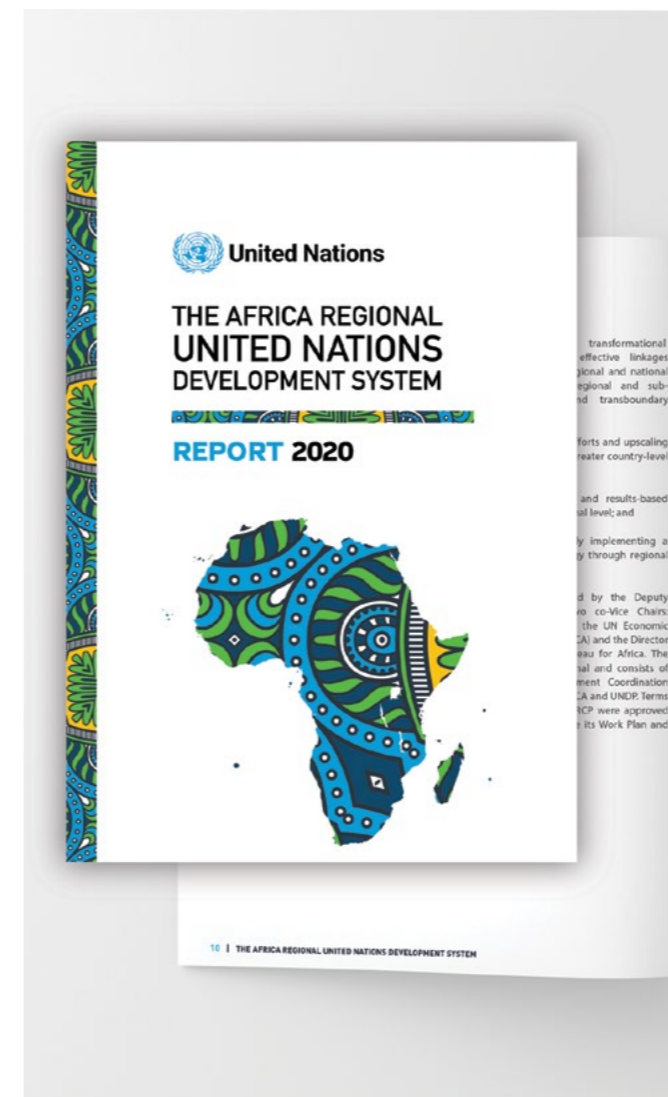
JOINT SECRETARIAT OF THE REGIONAL COLLABORATIVE PLATFORM

The joint secretariat, which is comprised of UNECA, the UNDP Regional Bureau for Africa and DCO Africa, supported the RCP to complete some of the vital foundational planning and activities. As one of the joint secretariat entities, DCO Africa consolidated and drafted its reports, for instance, the legacy structures mapping and analytical report, 2020 UN development system annual report, RCP annual report, quarterly update reports for the RCP Vice-Chairs, and report of the task team on legacy issues.

Additionally, in its capacity as a key entity of the RCP joint secretariat, DCO Africa provided analytical and secretarial support to the regional leadership as Africa transitioned from the legacy structures of the Regional UN Sustainable Development Group (R-UNSDG) and Regional Coordination Mechanism to the new coordination architecture, known as the Africa Regional Collaborative Platform.



David Phiri
Subregional Coordinator for Eastern Africa
Food and Agriculture Organization of the United Nations



DCO Africa played a pivotal role in the establishment of the Africa Regional Collaborative Platform. I am proud to have served with DCO Africa in the task force, which defined the opportunity/issue-based coalitions (OIBCs) that are now the backbone of the Africa RCP and a crucial element of the UN reform at the regional level.

As DCO Africa is an integral part of the RCP joint secretariat, the regional UN entities have benefitted from its excellent proactive role. As co-convenor of OIBC 5 on climate action and resilience, the Food and Agriculture Organization has observed, first-hand, the coordination role of DCO Africa at play.

At a personal level, I have the privilege of working closely with Munyaradzi Chenje, DCO Africa Regional Director. We both served on the task team, set up by the RCP Vice-Chairs, to make recommendations regarding the legacy structures. We also share a passion for a reformed regional UN development system that better serves Member States and its regional partners.

LEVERAGING REGIONAL ASSETS

ROADMAP

- > PSG reviews quality
- > Country consultations with Regional Directors

COMMON COUNTRY ANALYSIS

- > PSG reviews quality
- > UNCTs can request additional specific expertise via DCO Africa that approaches regional UN entities, OIBCs and PSG



EVALUATION

- > The evaluation platform reviews and assures quality of draft reports

COOPERATION FRAMEWORK

- > PSG reviews quality
- > Country consultations with Regional Directors and endorsement of draft CFs

IMPLEMENTATION

- > DCO Africa provides quality reviews on annual UN country results reports

For example, the Peer Support Group (PSG) provides quality assurance and technical and process facilitation support.

REGIONAL PEER SUPPORT GROUP

The Regional Peer Support Group (PSG), a regional inter-agency group of experts, was reinvigorated to the Resident Coordinators and UN Country Teams in country plan-

ning processes and quality control in relation to Common Country Analysis and Cooperation Framework processes and documents.

A total of 62 experts from 22 UN entities became PSG members in Africa. The DCO Africa Regional Director chairs the PSG, ensuring enhanced strategic support to RCs and UNCTs. The PSG leveraged and optimized its regional resources to bring much-needed support to RCs and UNCTs in the CCA and CF processes. For example, PSG supported the strategic prioritization retreats and sessions in South Africa and Morocco, offered training opportunities on programming principles in Cameroon, Comoros, Madagascar and Mauritius, and conducted quality assurance reviews for 23 CCAs and 12 CFs.



The Prime Minister of Mauritius delivered his keynote speech as the UN Country Team held a virtual retreat in April 2021.

Facilitated by DCO Africa, PSG members deployed to strengthen the development of the Cooperation Framework in Guinea-Bissau, organizing a virtual meeting with Regional Directors from West and Central Africa to collectively brainstorm on the draft framework, and the need to strengthen an inclusive process. DCO Africa ensured that regional and sub-regional viewpoints were adequately captured in the priorities of the Cooperation Framework and related outcomes and outputs.

Additionally, DCO Africa brought together Regional



23 countries received quality assurance support on their Common Country Analysis from the Peer Support Group between August 2020 and July 2021: Algeria, Benin, Botswana, Cameroon, Chad, Comoros, Eritrea, Eswatini, Ethiopia, Guinea-Bissau, Lesotho, Madagascar, Mauritania, Morocco, Mozambique, Rwanda, Senegal, Sierra Leone, Somalia, The Gambia, Togo, Uganda and Zimbabwe.

12 countries received quality assurance support on their Cooperation Framework from PSG: Cameroon, Comoros, Côte d'Ivoire, Eswatini, Ethiopia, Guinea-Bissau, Madagascar, Somalia, South Africa, Tunisia, Uganda and Zimbabwe.

Four countries received training on the Cooperation Framework Programming Principles from PSG: Cameroon, Comoros, Madagascar and Mauritius.

Directors of the RCP for another virtual meeting with the RC and UN Country Team in Ethiopia to review and advise its UNCT configuration exercise. This consultative meeting enabled the Regional Directors of UN entities to not only provide their guidance and feedback on the capacity of AFPs outlined in the CF, but also reinforce the planned capacity of the AFPs in Ethiopia for the CF cycle.

REGIONAL RESPONSE TO COVID-19

With the COVID-19 pandemic sweeping through the African region, DCO Africa created a strategic information-sharing forum through intensified engagements with key UN entities at the regional level.

DCO Africa coordinated and facilitated over 20 strategic engagements and meetings on recovering better from COVID-19, SDG partnerships and financing, and cross-border issues, including Mozambique's Cabo Delgado situation, oil spill support in Mauritius, the emerging crises in Côte d'Ivoire, Guinea, Mali and the Tigray region in Ethiopia



Marie-Pierre Poirier
Regional Director for West and Central Africa
UN Children's Fund

DCO Africa has played an essential role in convening and coordinating regional technical expertise for UN Country Teams. A specific example in our region was its coordinated support through the Regional Directors and their teams in West and Central Africa to support the UNCT in Guinea-Bissau for the development and quality assurance of the CCA. This covered three specific areas: leave no one behind, political economy, and environment and climate change. In addition, DCO Africa helped mobilize technical experts that could support the desired language, given that we operate in at least three languages in our region.

for collective interventions by the Regional Directors. These interventions enabled the UN system to advance more coordinated delivery, including in prepositioning COVID-19 supplies and managing the complexity of the delivery.

INTENSIFIED SUPPORT FOR THE SAHEL

In support of the implementation of the UN Integrated Strategy for Sahel (UNISS), DCO Africa regularly engaged with the Special Coordinator for Development in the Sahel (SCDS), facilitating his interaction with the RCs and UN Country Teams in Mali and Senegal through the UNCT annual retreats and providing inputs to a series of strategic outputs such as surveys and reports for the DCO headquarters in line with UNISS.

To ensure quick wins and impactful results, DCO Africa initiated a strategic approach to systematically include UNISS in UNCT's core programmatic documents such as the Common Country Analyses, Cooperation Frameworks and the Country Programme Documents (CPDs) as a measure to track achievements and challenges.

For instance, the SCDS Office joined the review process of the draft CCAs in four countries – Chad, Mauritania, Senegal and The Gambia and the Cooperation Framework in Cameroon to assess the level of integration of priorities articulated in the UNISS and its Support Plan into these strategic documents. DCO Africa will coordinate to incorporate these assessments in the regional engagement of the Africa Peer Support Group, and develop a guidance note on the integration of UNISS on the CCAs and CFs to ensure more systematic, coherent and consistent UN efforts in the

Climate shocks have resulted in recurring droughts with devastating impacts on vulnerable populations in Niger.



Sahel in line with the 2030 Agenda and the SDGs, and AU Agenda 2063.

JOINT SUPPORT TO STRENGTHEN THE CROSS-PILLAR APPROACH FOR THE SAHEL

Ahead of the UN inter-agency missions in Sahelian countries to define a UN joined-up and efficient approach in

this sub-region, DCO Africa, with the Office of the Special Coordinator for Development in the Sahel, DCO headquarters, Department of Political and Peacebuilding Affairs, and Joint Steering Committee to Advance Humanitarian and Development Collaboration, provided support to national and local government counterparts to strengthen synergies across humanitarian, sustainable development and peace by working towards collective outcomes that reduce



Antonio A. Pedro
Director, Sub-Regional Office for Central Africa
UN Economic Commission for Africa

DCO Africa has been a key and indispensable player in the reprofiling and restructuring of the UN regional assets in Africa, helping the UN development system to understand better relevant aspects about the reform, as well as facilitating continued dialogue between the Regional Collaborative Platform members and collective engagement with UN Resident Coordinators. As a leader of the UNECA Reform Team, I worked very closely with DCO Africa in servicing RCP meetings, articulating strategic options to improve collaborative work, including through the opportunity/issue-based coalitions and designing roadmaps for the reform. DCO Africa was equally instrumental in facilitating the work of the Africa RCP Task Team on transitional legacy structures, of which I was a member.



Carmela Godeau
Regional Director for the Middle East and North Africa, International Organization for Migration

The IOM Regional Office for the Middle East and North Africa joined forces with DCO Africa and the DCO Regional Office for the Arab States, and members of the Regional UN Network for Migration to support Resident Coordinators with the implementation, follow-up, and review of the Global Compact for Safe, Orderly and Regular Migration (GCM). Over 130 participants engaged in this interactive dialogue, which was attended by RCs in African countries, thanks to DCO Africa's support. We facilitated a better understanding of the crucial role that RCs and UNCTs play in ensuring an effective and coherent system-wide support for the GCM, which should be considered a key instrument to assist Member States in developing policies for safe, orderly, and regular migration.



Maria Jose Torres Macho
Resident Coordinator in Malawi

DCO Africa facilitated the Africa Regional Collaborative Platform to help UN Malawi prepare the national socio-economic response plan, led by the Malawi National

Planning Commission (NPC). Upon my request to DCO Africa, a team of regional experts from the UN Economic Commission for Africa, UN Development Programme and UN Conference on Trade and Development remotely supported the local UNDP senior economist and RCO economist to review and improve the three-year recovery plan, prepared by the NPC with the support of UN Malawi. This regional support led to greater quality and coherence in the document and enhanced trust by the NPC in the ability of the UN to mobilize the best capacity to benefit a highly strategic national planning process for recovery.

Provide high-level technical advice at the country level is consistent with the request by Member States for the UN to play a central role in accelerating the SDGs. The last round of feedback from the RCP experts allowed us to finalize the COVID-19 socio-economic response plan, initiate the consultation process within the Government of Malawi and place the UN as a core trusted partner to support the government to mobilize development partners around the recovery plan.

risks and vulnerabilities over multiple years, based on the comparative advantage of a diverse range of actors, including outside the UN system, to achieve the SDGs.

INTRODUCING THE IMPROVED COLLABORATION ACROSS HUMANITARIAN, SUSTAINABLE DEVELOPMENT AND PEACE OPERATIONS

DCO Africa, with the DCO headquarters and UN Office for West Africa and the Sahel (UNOWAS), jointly organized a capacity development session to enhance collaboration across humanitarian, sustainable development and peace actions for UNOWAS staff members. The training initiative responded to their renewed mandate to collaborate and coordinate at the regional level through a cross-pillar approach with discussions centered on the importance of the RC leadership, the establishment of a task force for the triple synergies, a dedicated Nexus Coordinator commitment from municipal leadership and communities, and collaboration between national and international actors.

SUPPORT FOR THE REGIONAL OPERATIONS MANAGEMENT TEAM

The Regional Operations Management Team (R-OMT) in Africa employed a data visualization tool, Power Bi, to connect data sets and compile profiles, staff and budget services from 27 regional UN entities. DCO Africa shared lessons learned and best practices of Power Bi with DCO New York as an example to be replicated for four other regions worldwide.

Fifty per cent of R-OMT members enrolled for the BOS 2.0 self-phase online practitioner training organized by the UN System Staff College to be certified as BOS experts in the region, which enabled the R-OMT members to support the country offices to engage with BOS and CBO development process.

The Regional Operations Management Team in Africa

The Secretary-General's report on Implementation of General Assembly resolution 71/243 made five recommendations to guide the longer-term reprofiling and restructuring of UN development system assets at the regional level. Recommendation Five identifies administrative services that could be provided more efficiently to regional offices, similar to efforts at the country level, which is delivered by the Common Back Office. The Regional Operations Management Team (R-OMT) facilitates the implementation of Recommendation Five in Africa, and to that effect, the R-OMT completed the stock take exercise to develop the regional Business Operations Strategy.



Julitta Onabanjo
Regional Director, East and Southern Africa
UN Population Fund

DCO Africa's strongest role was facilitating the collective elaboration on the restructuring and reprofiling of the regional UN development system. Under the leadership of the Chair and Vice-Chairs of the Africa Regional Collaborative Platform, the collective effort ensured that the Africa RCP has a tailored structure to respond to the humanitarian, sustainable development and peace context on the continent. Second, the establishment of flexible and timebound opportunity/issue-based coalitions (OIBCs) and task teams responding to transboundary, cross-border and regional integration issues also received support from DCO Africa, serving as one of the joint secretariat members for several Africa RCP meetings and retreats.

In particular, DCO Africa also facilitated critical engagements of the RCP Vice-Chairs and regional members of the UN development system, which supported the timely development and launch of the Africa UN Knowledge Management Hub on COVID-19 led by OIBC 1, which is co-convened by the UN Economic Commission for Africa and UN Population Fund. In recent times, DCO Africa has facilitated cross-learning and harmonization of actions between OIBC 1 and the task team on knowledge management in response to effectively leveraging and utilizing regional knowledge assets.

Global front

At the global level, DCO Africa has engaged with the inter-agency mechanisms at the headquarters in New York, ensuring that the sustainable development dimension continues to be on top of the senior leadership's agenda and consolidated in all the UN integrated responses. DCO Africa ensured that Resident Coordinators received integrated support from DCO New York, building on the expertise available at the headquarters to facilitate improved collaboration across the UN's humanitarian, sustainable development and peace operations, and the Secretary-General's prevention agenda in the work of RCs and UNCTs. DCO Africa also supported the transitions in mission-setting coun-

tries with maximum effort to provide adequate human and financial resources, and facilitated the dissemination of relevant issues and guidance generated by DCO New York to advance the 2030 Agenda and the SDGs at the country level.

Additionally, DCO Africa facilitated to bring a country-level sustainable development perspective to the high-level discussions at the Executive Committee and Deputies Committee in New York, supporting the voices of Resident Coordinators in Africa in grounding the conversation, taking into account the country-specific needs and priorities for the implementation of the 2030 Agenda and the SDGs, while providing a feedback loop with RCs and UNCTs through tracking decisions and supporting their implementation.

Women market traders have participated in awareness sessions on the prevention of sexual exploitation and abuse in Tanzania.



4. Communication and advocacy to accelerate progress on the 2030 Agenda

COMMUNICATION CAPACITY AND NEEDS ASSESSMENT

DCO Africa engaged with communications focal points in all the African countries to assess and understand the overall communications capacity at each Resident Coordinator Office, including staffing resources, storytelling and news coverage capacity, social media footprint, photo and video production capacity and equipment, the level of preparedness for crisis communications, and the degree of collaboration at the UN Communications Group.

UN Information Centres (UNICs) are located in 21 African countries. For the other 32 countries, the Programme Communications and Advocacy Officer position was established in the Resident Coordinator Office. Closely liaising with the Information Centres Service of the Department of Global Communications (DGC), DCO Africa has been continuously supporting UNICs to align their work with the priorities of the Resident Coordinators, UN Country Teams and DGC under the integration of UNICs with the RC system. DCO Africa also facilitates RCO communications officers to integrate DGC-led campaigns and activities in their workstream, emphasizing the complementarity of work between DCO and DGC.

Most of the RCO communications officers have been recruited recently in the RC system and expressed the need to better understand the ongoing progress on the UN reform and the role of communications and advocacy better aligned with the Common Country Analysis and Cooperation Framework.

DCO Africa's regional communications officer participated in the retreat of the UN Communications Group in seven countries – Benin, Botswana, Cabo Verde, Chad, Equatorial Guinea, Guinea and Mozambique – to discuss how to enhance communication support for strategic priorities set out in the Cooperation Framework through well-focused external and internal communications and strengthen the UNCG's accountability and transparency to position itself as a more effective entity to support the RC and UNCT to achieve the Sustainable Development Goals at the country level. DCO Africa also facilitated UNIC Directors and other communications experts from regional UN entities, DGC and the DCO headquarters to take part in these retreats.

It is currently supporting communications officers in Cameroon to prepare a strategy and plan to launch and communicate its new Cooperation Framework to key external stakeholders.

SEIZING THE UNIQUE VISIBILITY-RAISING OPPORTUNITY AT THE HEADQUARTERS

To raise the visibility of the UN in each country, DCO Africa worked closely with RCO communications officers in Benin, Botswana, Eswatini, Lesotho and Sierra Leone to produce five human-interest stories, bringing a strong human element to life with a focus on a grassroots narrative and human-centered issues linked to a specific Sustainable Development Goal and the UN's concrete support on the ground. The articles were published on the online platforms managed by the DGC and DCO headquarters, such as UN News, the UNSDG global website, COVID-19 portal, SDGs website and Africa Renewal.





The Spokesperson for the Secretary-General invited the Resident Coordinator in Guinea to his daily press briefing.

Similarly, DCO Africa liaised between the DCO Communication and Reporting Section in New York and communications officers from the RCOs and UN Information Centres across Africa to submit 53 updates to the noon briefing held daily by the Secretary-General's Spokesperson to draw international journalists' attention to newsworthy topics related to the arrival of COVID-19 vaccines via the COVAX Facility, the UN Country Teams' latest effort to intensify their response to the COVID-19 resurgences and other sustainable development issues. DCO Africa also facilitated the appearance of the Resident Coordinator in Guinea as a guest speaker at one of the noon briefings to inform international news correspondents of his view and experience in relation to the Ebola outbreak in the country.

COMMUNITIES OF PRACTICE AND PEER-TO-PEER EXCHANGE

DCO Africa, with UNIC Directors, moderates and facilitates two communities of practice – Anglophone and Francophone – to share information and exchange ideas among communications officers in Africa. It also supports UNIC in Dakar to organize a regular webinar focused on Francophone countries while UNICs in Nairobi, Lagos and Pretoria rotate to hold a webinar for Anglophone colleagues with the support of the DCO headquarters and DGC Information Centres Service. Various subject-matter experts have been invited to these webinars, which are widely appreciated by

communications officers in Africa.

SUPPORT INFODEMIC MANAGEMENT IN AFRICA

DCO Africa has regularly gathered trends on misinformation related to COVID-19 and UN perceptions from RCO communications officers across Africa and played an advisory role in managing the vaccine hesitancy and fake news related to COVID-19. Upon the request of the Resident Coordinator in Côte d'Ivoire, DCO Africa supported the messaging of the RCO on the ground and brought in additional support from the Regional Office for Africa of the World Health Organization and the Africa Infodemic Response Alliance.

5. Sustainable and predictable financing mechanisms and strategic partnerships for delivery on the 2030 Agenda

SUPPORT FOR A HIGH-LEVEL CONFERENCE ON THE CENTRAL SAHEL

DCO Africa and DCO New York worked closely with the UN agencies, funds and programmes co-hosting a high-level Ministerial Roundtable on the Central Sahel in October 2020 alongside key development partners from Denmark, Germany and the European Union. Prior to the roundtable, DCO Africa supported the Resident Coordinators in Burkina Faso, Mali and Niger to advocate for their vital role in the sub-region during the Senior Officials' Meeting (SOM) in September 2020 to ensure that their country-specific experiences on humanitarian crises were taken into account. The topics included the UN reforms, the implementation of Sahel strategies and the pertinence of the improved collaboration across humanitarian, sustainable development and peace operations.

UN DEPUTY SECRETARY-GENERAL UNDERTAKES SOLIDARITY MISSION TO WEST AFRICA AND CENTRAL SAHEL COUNTRIES

DCO Africa provided extensive technical support for the RCs to prepare for the Deputy Secretary-General's solidarity mission to West Africa and the Sahel, held between 5 and 22 November 2020, visiting five countries – Ghana, Mali, Niger, Nigeria and Sierra Leone.

The objective of the DSG's visit was to engage with heads of state and government, UN staff and development partners both national and international in support of their efforts towards the COVID-19 health and socio-economic response and recovery plans, highlighting women and youth's participation and leadership in peace, security and development while achieving the SDGs and African Union Agenda 2063.

The DSG's solidarity mission served to mobilize international support in three areas deemed critical to building a better future for Africa: (i) Financing for sustainable development, (ii) Socio-economic response and recovery – a better, sustainable and equitable future for all, and (iii) Social cohesion, community resilience and protecting people – a new social contract.

SUPPORT FOR SDGs FINANCING STREAM

Through bi-weekly webinars, DCO Africa has established an interactive platform for practical integrated policy dialogues with the RCs to accelerate the recovery from COVID-19. For the SDGs and socio-economic response plans, DCO Africa organized two webinars for the RCs.

A webinar between RCs and the international financing institutions (IFIs) on financing the COVID-19 response was organized in August 2020 to facilitate an interactive discussion on effective partnerships between RCs and IFIs such as the African Development Bank, International Monetary Fund, International Finance Corporation and World Bank, and share field experiences and emerging lessons on the financial and technical support provided to governments and private-sector partners for sustainable recovery from the COVID-19 pandemic. The discussion helped deepen RCs' partnership with the Bretton Woods Institutions for socio-economic recovery from COVID-19 and encouraged the membership of IFIs in the UNCTs.

Further to the global Resident Coordinators meeting held in December 2020, DCO Africa organized a webinar in February 2021 with the Department of Economic and Social Affairs (DESA). The virtual event, titled "Unlocking SDGs financing to build back better in a post-COVID-19," offered an opportunity to RCs, DCO and DESA to discuss three key pathways to unlock the financing stream by introducing different types of SDGs finance, reviewing the latest challenges and opportunities in connection with building back better, and offering some concrete examples of tools and methodologies that RCs can use in support of their SDG financing objectives.

WEBINAR ON DEBT MANAGEMENT AND FISCAL SUSTAINABILITY

A special virtual forum for RCs was organized by DCO Africa to address and mitigate the debt crisis in Africa in line with the Secretary-General's policy brief, called "Liquidity and Debt Solutions to Invest in the SDGs." In the face of the imminent debt and liquidity issues caused by the COVID-19 pandemic, Under-Secretary-General Vera Songwe, Executive Secretary of the UN Economic Commission for Africa,

stressed the need to redefine vulnerable countries, including middle-income countries and provide an immediate response to the debt situation. She also called on RCs, heads of RCO and economists to support host countries to move faster into the digital economy, increase the transparency of loans and efficiently use the existing resources.



Lila Pieters
Resident Coordinator a.i. in Equatorial Guinea

The webinars for Resident Coordinators, organized by DCO Africa under the leadership of its Regional Director, contributed to enhancing my policy dialogues with national and international partners in Equatorial Guinea. For example, following one of the webinars, we invited a team from the UN Office on Drugs and Crime (UNODC) to Equatorial Guinea. On its first field mission to the country, we had a critical opportunity to engage UNODC colleagues with national and international partners and pursue the ongoing dialogue on anti-corruption and maritime security. The field visit also led the Government of Equatorial Guinea to actively participate in the UN General Assembly Special Session against corruption, renew its commitment to submitting its report on the UN Convention against Corruption, and seek technical support from the UN for the implementation of its newly adopted law on anti-corruption and possible cooperation on maritime security.

Since my appointment, I have been working to enhance the partnership with international financing institutions. The International Monetary Fund (IMF) is now an active member of the UNCT and participates in our meetings. Through this close collaboration, the IMF and DCO Africa joined forces in advocating and providing technical support during the drafting and discussions on the anti-corruption law in Equatorial Guinea. This has ultimately led to the adoption of the law by the Senate, its approval by the President, and publication in the national journal.



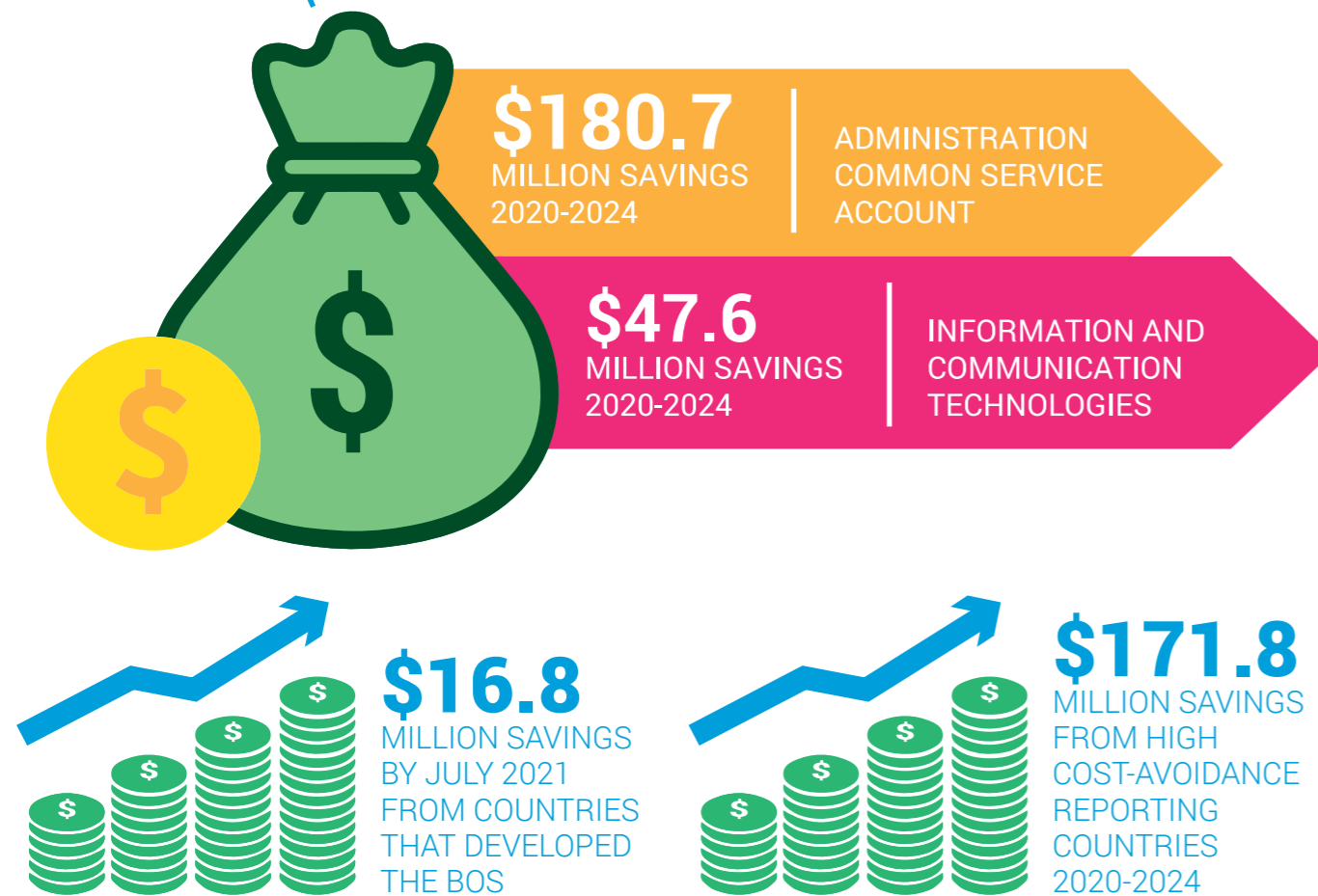
The Minister of Foreign Affairs and International Cooperation in the Comoros and Resident Coordinator signed the new Cooperation Framework on 26 July 2021.

6. Business operations and efficiencies across the UN system

AFRICA COMPLETES THE DEVELOPMENT OF THE BUSINESS OPERATIONS STRATEGY 2.0

In this reporting period, with DCO Africa's facilitation, each and every one of the 53 Resident Coordinator Offices across the continent finalized their Business Operations Strategy (BOS) 2.0. By harmonizing, centralizing and consolidating the use of resources in the African countries through the improved BOS implementation, the total cost avoidance is estimated at US\$337.7 million between 2020 and 2024.

\$337.7
MILLION IN TOTAL
COST AVOIDANCE
2020-2024



and 2024. Of the total financial gains, the administration common service accounts for US\$180.7 million and the information and communication technologies service will help save US\$47.6 million.

In particular, six countries – Cameroon, Eritrea, Kenya, Libya, Rwanda and Tanzania – that developed the BOS in July 2020 have started reporting the yearly progress on the BOS 2.0 implementation and the cost avoidance worth US\$16.8 million is projected by July 2021.

Among all the countries that completed the BOS 2.0 development in Africa, Ethiopia, Kenya, Libya, South Sudan, Sudan and Uganda were identified as high cost-avoidances reporting countries and are expected to contribute to US\$34 million of operation cost reduction annually and a total of US\$171.8 million cost avoidance between 2020 and 2024.

About a Business Operations Strategy

The Business Operations Strategy (BOS) 2.0 is a structured business operation reform component of the Secretary-General's efficiency agenda that reinforces the link between efficient business operations and more effective programmes. The BOS 2.0 is global in scale and decentralized to UN Country Teams and Operations Management Teams in terms of development and implementation.

The overarching purpose of the BOS is to improve the quality of the services at the country level and avoid the cost to the extent possible through harmonization. The BOS directly contributes to the impact of UN programmes at the country level.

Further to 187 meetings and training sessions that DCO Africa conducted with RCOs and Operations Management Teams (OMTs) in Africa to support the BOS 2.0 development in each country, the continent-wide rollout of the strategies directly contributed to the impact of UN programmes at the country level by lowering the cost for operational support that enables more financial resources to remain available in the UN programme budgets through the collaboration among UN entities. For example, faster recruitment and procurement contribute to more rapid programme implementation and a more agile response to local needs at the country level.

SUPPORT FOR THE QUALITY IMPROVEMENT UNDER THE EFFICIENCY AGENDA

In terms of the quality improvement of the common services, the BOS 2.0 has included high-impact common services such as disability inclusion, gender and environment responsive procurement service, staff well-being, green energy and solar solutions, common mobility and carpooling, which will contribute to the achievement of SDGs 3, 5, 6, 7, 10, 15 and 17.

DCO Africa briefed RCs, UNCTs and OMTs in 16 countries – Angola, Botswana, Burkina Faso, Comoros, the Democratic Republic of Congo, Egypt, Kenya, Liberia, Madagascar, São Tomé and Príncipe, Senegal, Sierra Leone, Sudan, Tunisia, Uganda and Zambia – on the efficiency agenda and UNCT's accountability to achieve targets as part of the Secretary-General's reform plan. The DCO Africa Regional Director directly engaged with RCs and UNCTs in 25 countries and provided them with the progress on the efficiency agenda in Africa

during his bilateral meetings and UNCT retreats, calling upon them to accelerate the development and implementation of the BOS 2.0 and Common Back Office.

A total of 525 relevant staff members were trained through five major webinars organized by DCO Africa, which included the Ask-Us-Anything webinar for BOS transitioning countries, as well as sessions on how to use the BOS online platform with practical experiences, the efficiency agenda for the RCO team leaders and relevant staff members, and a French version of the Ask-Us-Anything webinar to support the development of the BOS.

About the Secretary-General's efficiency agenda

Based on estimates of potential efficiency gains from various sources (General Assembly resolutions 67/226 and 71/243), the Secretary-General set the target for the efficiency agenda at a dollar value equivalent of US\$310 million, developed and implemented by a wide range of actors within the UN system through the following efficiency interventions:

1. Business Operations Strategy (BOS);
2. Common Back Office (CBO);
3. Common Premises (CP);
4. Regional and Global Shared Service Centres;
5. New Generation UN Country Teams; and
6. Integration of UN Information Centres into RC Offices.

These interventions are supported by three key enablers defined by the UNSDG Business Innovations Group:

1. Standardized Client Satisfaction principles to safeguard minimum quality standards of services provided;
2. Standardized Pricing and Costing standards to establish common standards defining how the price and costs of a service are established across the UN System; and
3. Mutual Recognition, which, once endorsed, allows one UN entity to obtain services from another UN entity if the latter can provide services more efficiently.

Collectively, these interventions are referred to as "the efficiency agenda."

DCO Africa facilitated 748 relevant staff members in Africa to get enrolled for the BOS 2.0 self-phase online practitioner training organized by the UN System Staff College between November 2020 and June 2021, ensuring sufficient capacity in the Africa region for BOS development and implementation.

SUPPORT FOR THE COMMON BACK OFFICE AND COMMON PREMISES

DCO Africa facilitated RCs, UNCTs and OMTs to understand the implementation of the Common Back Office (CBO), a framework that encourages UN entities to consolidate a range of their business operations for greater efficiency and effectiveness, as a new way of operating at the country level through 63 briefing sessions on CBO to five countries at Phase 1: Ethiopia, Kenya, São Tomé and Príncipe, Sudan and Tanzania, and four countries at Phase 2: Equatorial Guinea, Eritrea, Ghana and Zimbabwe.

The first virtual mission was conducted in Tanzania between 14 and 29 June 2021 with 24 bilateral discussions with the RC, UNCT, heads of UN entities, OMT and OMT Working Groups regarding the data, CBO model, and potential future operations services of the CBO Tanzania.

To advance effective and efficient business operations, 716 single available UN premises were moved into Common Premises (CP), which accounts for 80 per cent of the total premises in 54 countries in Africa. DCO Africa also facilitated the DCO Country Business Strategy Section to launch the CP rollout plan in May 2021 and conducted a stocktaking CP survey. DCO Africa further provided technical and coordination support to 11 RCOs in Algeria, Benin, Burkina Faso, Egypt, Equatorial Guinea, Liberia, Mauritania, Rwanda, Senegal, Sierra Leone and South Africa to resolve issues related to their CPs and UN Houses.

DCO Africa conducted an analysis exercise to review the impact of COVID-19 on office space planning and the UN physical footprint in Cabo Verde and Eswatini among the nine countries selected to review their UN House globally. Further to the review, the report was prepared based on working modalities, prevailing space utilization and the facilities services situation in three different time frames: pre-COVID-19, during COVID-19 and a discussion around what may be expected post-COVID-19.

Common Premises

As an important pillar of the Secretary-General's efficiency agenda, the Common Premises (CP) is an opportunity for the UN to be a leading example for the SDGs related to environmental sustainability, accessibility, and saving water. The CP is a key driver for cost avoidance in UN rental costs and facilities services associated with UN premises. It enables UN entities to share resources and amenities, security infrastructure and personnel. The CP also saves commuting time to inter-agency meetings, thus increasing the efficiency of staff and facilitates the sharing of fleets.

The UN in Mozambique works with local authorities to prepare temporary resettlement sites for displaced people in Cabo Delgado.



7. Management and oversight of RCO operations

DCO Africa engaged with all the RCOs in Africa to resolve issues related to finance and budget, human resources, procurements, information and communications technology and travels through preparations of terms of reference on consultant and staff recruitment and quality assurance.

For example, DCO Africa facilitated RCOs to deploy their eight core functions. As of July 2021, 49 Resident Coordinators, 51 RCO Team Leaders, 49 Data Management and Results Officers, 53 Economists, 48 Partnership Development and Finance Officers, 46 Programme Communications and Advocacy Officers, 49 Administrative Assistants and 53 Drivers are available at each of the 53 RCOs in Africa to advance their mandate.

In line with the global service level agreements for the RC system, DCO Africa supported nine in-situ RCOs and 44 non-in-situ RCOs to finalize the 2021 service level agreements (SLAs). For in-situ RCOs, a UN Secretariat entity serves as a local service provider and the UN Development Programmes caters to non-in-situ RCOs. This arrangement ensured all the RCOs received operational support to deliver their mandate. As of July 2021, all the 53 RCOs finalized the 2021 SLAs. DCO Africa also facilitated nine in-situ RCOs to transfer their assets from UNDP to the UN Secretariat. Out of 44 non-in-situ RCOs, 29 transferred their assets to the UN Secretariat, while the remaining 15 non-in-situ RCOs are currently finalizing their assets transfer documents.

DEPLOYMENT OF EIGHT CORE FUNCTIONS AT 53 RCOs AS OF JULY 2021



In-situ and non-in-situ Resident Coordinator Offices

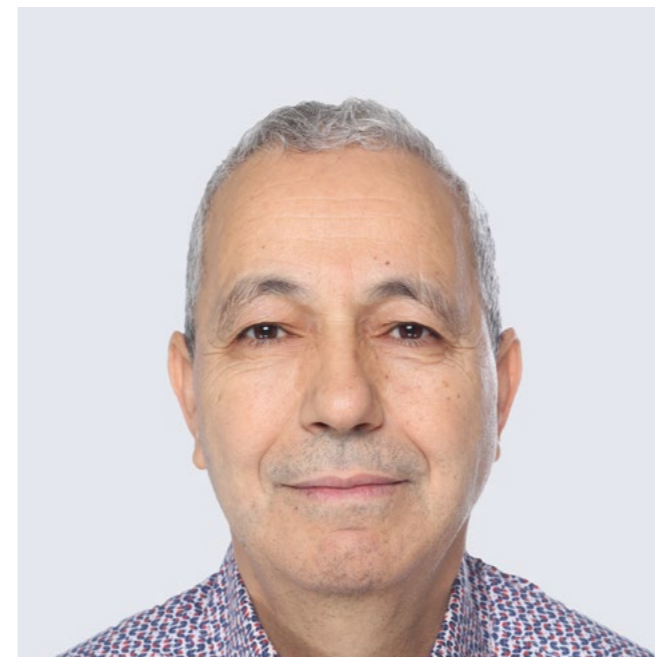
Following the regional-service-level agreement signed in December 2020 by DCO and the Department of Operational Support with five regional service providers that include the UN Office at Nairobi (UNON), nine RCOs shifted their operations from UNDP to UNON.

This shift is referred to as in-situ transition under the

Phase 1 transition, and the operations of the nine selected in-situ RCOs are supported by UNON, effective January 2021, to receive location-dependent operations services, such as international travel, high-value procurement, and consultant and international contractor support. Under the Phase 2 transition, the remaining 44 non-in-situ RCOs in Africa shifted international travel and high-value procurement services from UNDP to UNON on 1 July 2021.

With the DCO Business Management Branch (BMB), DCO Africa organized a town hall meeting for the heads of RCOs in February 2021 to clarify the implications of the transition of RCO operations, such as budget, finance, human resources, information and communications technology, procurement and legal matters, to the UN Secretariat. Based on the BMB updated guidelines, the session helped 70 participants better understand the use of the Special Purpose Trust Fund resources, non-core staff recruitment, locally mobilized recourse management, assets management, procurement of goods and services at in-situ and non-in-situ RCOs, host country agreement and immunities and privileges of UN staff.

DCO Africa, with the DCO Business Management Branch and the Budget and Financial Management Service of the UN Office at Nairobi (UNON), jointly organized 11 global and regional webinars for the Team Leaders/Strategic Planners and other relevant RCO staff members. The topics of the webinars included finance services on Umoja, staff orientation in the RC system, source to acquire and travel streams, property management and UNDP service provision to the RC system, all of which helped the RCO staff better understand operational matters upon the transition from UNDP to UNON in January 2021.



Driss Haboudane
Head of Resident Coordinator Office in Libya

The Resident Coordinator Office in Libya has received advisory support from DCO Africa on a series of issues. That included assistance specific to the recruitment of two core positions: Data Management and Results Monitoring/Reporting, and Partnerships and Development Financing. After three rounds of job advertisements, we could not find qualified candidates for these positions and faced an impasse. DCO Africa, in consultation with the headquarters, helped secure

authorization to hire temporary appointment contract officers who could be trained on the job and get the necessary experiences. This stop-gap measure could help us attract more high potential candidates over time or provide us with more time to avoid unproductive advertisements.

Most of the staff members joined RCO in Libya quite recently – our economist and I, as the head of RCO, started our assignment in September 2020 – and we are in a catch-up mode with many operational issues, including staff recruitment. With the support of DCO Africa, the Operations Management Team in Libya successfully developed and implemented the Business Operations Strategy. Libya's UNCT now has common services that are considered notable. We have also received guidance and advice from DCO Africa on matters such as the organization of a successful UNCT retreat.



Mamadou Diallo
Resident Coordinator in Guinea-Bissau

DCO Africa has provided excellent inputs to RCO Guinea-Bissau during the development of the Common Country Analysis (CCA), the reports on the comprehensive capacity assessment of the UNCT and the resource mobilization strategy, and during the extension of the UN Partnership Framework 2021 and the preparation for the Cooperation Framework between 2022 and 2026.

To complement the RCO and UNCT with the necessary expertise at the country level during the formulation of the CCA, DCO Africa identified and provided technical experts in a timely manner on environmental and social analyses from the regional UN entities, such as the UN Economic

Commission for Africa and UN Environment Programme. DCO Africa also provided a comprehensive peer review and quality assurance to the CCA drafts, which helped us significantly enhance the coherence and focus of the CCA.

Additionally, DCO Africa's support was invaluable throughout the preparation of the Cooperation Framework. A number of workshops took place, facilitated by the DCO Africa team members, who briefed the RCO and UNCT on various stages of the CF exercise. In particular, the capacity-building workshop in March 2021 launched the CF process, with explanations and guidance on the theory of change, the results matrix, and providing models of other countries that had already finalized CAs.

Most recently, in June 2021, the draft narrative and results matrix have been shared with DCO Africa for peer review and feedback. DCO Africa has also guided and assisted in kick-starting the process of the UNCT configuration exercise to follow after the completion of the CF.

The DCO Africa Regional Director and I have exchanged views regularly in preparation for meetings of the Integrated Task Force and the Inter-Agency Task Force, led by DCO New York, and we have developed close collaborative relationships with the DCO Africa team at the working level.



Mohamed M. Malick Fall
Regional Director for Eastern and Southern Africa
UN Children's Fund

DCO Africa's role has been growing increasingly substantive. The value-add of DCO Africa should be found in the feedback from our offices in the field. UNICEF Country Offices have appreciated the support provided to UN Country Teams by DCO Africa at every stage of the Common Country Analysis and Cooperation Framework elaboration process, especially the facilitation of training on the theory of change

and programming principles, visioning and strategic prioritization, sharing of best practices and more. Our Country Offices acknowledge the instrumental nature of DCO Africa's support.

At the regional level, DCO Africa plays a valuable role in liaising with regional offices of the UN development system as they provide strategic guidance to the Country Offices, especially where the operating environment is complex and requires stronger regional coordination. The set-up of the opportunity/issue-based coalitions contributes to building synergies between UN agencies on key issues, while the Africa Regional Collaborative Platform provides a strategic space for interaction. DCO Africa's role in the Peer Support Group (PSG) is pivotal. The first Africa PSG meeting, organized by DCO Africa, was an opportunity to realize the strong technical potential of this group in the UN reform agenda. Continuous joint efforts are required to implement the UN reform, and UNICEF Eastern and Southern Africa Regional Office remains committed.



Moving ahead



COUNTRY LEVEL

Navigating UN Country Teams to design a high-quality Common Country Analysis and Cooperation Framework remains one of DCO Africa's core services. In 2021, DCO Africa supports 11 African countries to prepare their CCA and

11 countries that DCO Africa supports in 2021 for the design of their Cooperation Framework:

Algeria, Botswana, Cameroon, Comoros, Eritrea, Guinea-Bissau, Madagascar, Morocco, Mozambique, Tanzania and Zimbabwe

The above 10 countries, except for Madagascar, will roll out their CF in 2022. Madagascar began the implementation of its CF in July 2021.

CF to deliver on the 2030 Agenda and AU Agenda 2063. Its assistance includes coordinating and supporting partnerships management and joint resource mobilization.

In addition to the design of the Cooperation Framework, DCO Africa will continue to provide support for capacity assessment, strategic prioritization and reconfiguration of the UNCT, alongside the Africa Regional Collaborative Platform members. DCO Africa will respond to the continuous need to sensitize and update the Resident Coordinators, RCOs and UNCTs on the UN reform.

Building on the new and existing communities of practice that DCO Africa moderates for the RCO core functions – strategic planning, economics, data management, monitoring and evaluation, partnership and development finance, and communications and advocacy, it will amplify its role in enhancing their vital capacity. DCO Africa's capacity development support will be based on the specific needs at the country level and pro-

vided through training sessions, webinars and peer-to-peer exchange. For example, a peer-learning platform on CCAs and CFs for the RCO Economists is planned to enrich their knowledge on financial innovations to achieve the SDGs beyond their countries and improve their technical capacity to review a broader set of thematic issues.

Additionally, DCO Africa will facilitate UNCTs to enhance operational efficiency through the implementation of Business Operations Strategies and the consolidation of Common Back Office services to strengthen efficiencies and cost avoidance.

REGIONAL LEVEL

In its capacity as one of the members of the Africa Regional Collaborative Platform (RCP) joint secretariat, DCO Africa will continue to provide efficient and effective quality secretarial services to support the RCP Chair and Vice-Chairs

in the delivery of their leadership roles and responsibilities, and work closely with RCP members to put a collective focus on delivering results for the region with agile, reliable and customized deployment of assets.

GLOBAL LEVEL

DCO Africa will elevate the profile of critical issues raised by the UN development system in Africa at relevant opportunities in the global processes such as the UN General Assembly, High-Level Political Forum, UN Climate Conference COP26 and Food Systems Summit, while supporting effective and responsive inter-agency structures.



Siaka Coulibaly
Resident Coordinator in Senegal

Thematic webinars organized by DCO Africa, such as those on migrations, land restoration, climate change, debt management and fiscal sustainability, and others,

provided a useful platform for Resident Coordinators to interact with high-level UN officials, thematic experts, other RCs, and DCO Africa team members on key global priorities, which are also a priority for Senegal and are discussed within the UN Country Team in Senegal. These webinars are an excellent practice to build on, as they increase knowledge and experience sharing and result in improved coordination at global, regional and country levels.

From a substantive perspective, we expect DCO Africa to continue providing strategic, policy and technical support and clarification on various emerging initiatives, processes, requests and documents that RCs and RCOs are expected to deliver. To this end, it will be important for DCO Africa to organize annual retreats for each of the five core functions of the team to increase information sharing, create formal and informal networks, identify pilot countries and share best practices. In addition, on a more practical level, it would also be appreciated if DCO Africa could help us streamline the various processes and products requested at the global level through a planning calendar.

An aspiring journalist in Sudan. She is also a member of the parliament of students and Qur'anic organization.



About DCO Africa

The UN Development Coordination Office Regional Office for Africa (DCO Africa), located in Addis Ababa, was established on 23 July 2019 pursuant to UN General Assembly resolution 72/279. Its objectives include, among others, reinvigorating the RC system to provide integrated policy support to countries in the implementation of the 2030 Agenda and the SDGs, and the African Union vision – Agenda 2063.

DCO Africa seeks to enhance integration and coherence in UN sustainable development work across Africa

through strategic engagement and provide guidance and expertise to the 53 Resident Coordinators (RCs) and UN Country Teams (UNCTs) to effectively respond to national and regional objectives and priorities.

Its overall function is focused on overseeing and supporting the coherent and effective delivery of operational activities for sustainable development by RCs and UNCTs through integrated policy, programming and operational support together with the Africa Regional Collaborative Platform.

COUNTRY LEVEL
(54 COUNTRIES AND 53 RCs AND UNCTs)

- > Quality support for Common Country Analyses and Cooperation Frameworks
- > Socio-economic impact assessments and response plans
- > Tailored quality support to countries in complex or special settings
- > Coordinated integration of regional strategies in country-level programming
- > The SG's efficiency agenda, including Business Operations Strategy, Common Back Office and Common Premises
- > Quality support to results-focused work plans and reporting of RCOs and UNCTs
- > Strategic, technical and advisory support for communications and advocacy
- > UNCT integrated approach to support the implementation of the 2030 Agenda, the SDGs and Agenda 2063
- > Enhanced leadership of RCs and UNCTs
- > UNCT performance appraisals
- > Capacity development of RCOs, UNCTs and various working groups
- > Cost avoidance and quality improvement of common operations in the UN system

REGIONAL LEVEL

- > Deployment of regional assets from the Regional Collaborative Platform (RCP) and/or Peer Support Group to support RCs and UNCTs
- > Africa RCP joint secretariat
- > Spotlight Initiative Africa Regional Programme
- > Cross-border and regional initiatives
- > Integrated regional reporting
- > Inter-governmental and inter-agency platforms in liaison with the African Union and UN Economic Commission for Africa

DCO AFRICA MENU OF SERVICES

GLOBAL LEVEL

- > Interface between global and country
- > Inter-agency coordination mechanisms at headquarters
- > Global intergovernmental processes such as the UN Economic and Social Council, General Assembly and High-Level Political Forum

The work of DCO Africa is guided by the UN Development Coordination Office Work Plan and its eight strategic objectives.

1. LEADERSHIP AT ALL LEVELS TO ADVANCE THE DECADE OF ACTION FOR THE 2030 AGENDA	
RESULT STATEMENTS	
Strengthened leadership skills, knowledge and capabilities of RCs and UNCTs to effectively support the achievement of the SDGs	Enhanced RC system performance management in line with the Management and Accountability Framework
2. COORDINATION AND PLANNING FOR DEVELOPMENT RESULTS	
RESULT STATEMENTS	
Effective and accountable coordination mechanisms and leadership at the global, regional and national level	Improved planning and implementation for development results through new Common Country Analyses and Cooperation Frameworks
Scaled-up integrated system-wide normative and policy support for the 2030 Agenda	Strengthened data systems, capacities and management for the 2030 Agenda
3. COMMUNICATION AND ADVOCACY TO ACCELERATE PROGRESS ON THE 2030 AGENDA	
RESULT STATEMENTS	
Improved public availability and awareness of UN development efforts and activities in support of the 2030 Agenda	Effective joint UN advocacy to promote the Decade of Action for the 2030 Agenda
4. SUSTAINABLE AND PREDICTABLE FINANCING MECHANISMS OF THE RC SYSTEM AND STRATEGIC PARTNERSHIPS FOR DELIVERY ON THE 2030 AGENDA	
RESULT STATEMENT	
Enhanced and expanded partnerships with key stakeholders, including regional economic commissions and regional bodies, to support national priorities	
5. ACCOUNTABILITY AND TRANSPARENCY FOR DEVELOPMENT RESULTS	
RESULT STATEMENT	
Revitalized relationship with Member States through enhanced transparency and accountability for development results	
6. BUSINESS OPERATIONS AND EFFICIENCIES ACROSS THE UN SYSTEM	
RESULT STATEMENT	
Effective and efficient business operations, provided through consolidated back offices functions and common premises where possible	
7. MANAGEMENT AND OVERSIGHT OF DCO AND RCO OPERATIONS	
RESULT STATEMENTS	
Enhanced management and oversight of the resident coordinator system and operations	Enabling working environment that encourages feedback, sound decision-making, teamwork and innovation
Motivated and fit-for-purpose workforce to support the delivery of the 2030 Agenda	
8. COORDINATED RESPONSES TO COVID-19	
RESULT STATEMENTS	
Cohesive UN development system socio-economic response to the Coronavirus pandemic	Communication, advocacy, and information management strategy and practices enhanced to increase effectiveness and visibility of UN work in response to COVID-19
Business continuity arrangements and Duty of Care ensured during COVID-19	

DCO AFRICA RECEIVES HIGH RATINGS

At the end of 2020, 53 Resident Coordinator Offices rated the support from DCO Africa as follows, according to

the DCO Information Management System that collects quantitative and qualitative data on the work of RCOs and UNCTs for country and global results reporting.



DCO Africa team members

The successful delivery of DCO Africa's work depends on a team of 12 members that brings over 230 years of combined experience with diverse professional backgrounds and expertise in and outside the United Nations. Working as a team, they drive the coordination functions from the regional offices in Addis Ababa and Dakar to all country teams in 54 countries. They connect the RCs and UNCTs with regional-level processes and initiatives and with the DCO headquarters in New York.



Munyaradzi Chenje
Regional Director for Africa
UN Development Coordination Office

Munyaradzi Chenje is DCO Africa's first Regional Director. With over 30 years of global and regional experience with sustainable development, integrated policy, environmental assessments and intergovernmental and UN inter-agency processes, he leads the regional coordination team and provides vision and leadership to support Resident Coordinators and UN Country Teams

across Africa by translating the Secretary-General's UN reform agenda into lasting results to reinvigorate the Resident Coordinator system to effectively respond to the priorities of countries in Africa in the implementation of the 2030 Agenda and the SDGs, African Union's Agenda 2063 and socio-economic responses to COVID-19.

Prior to this position, Munyaradzi was the Deputy Chief Officer at the UN Secretariat of the Multilateral Fund for the Implementation of the Montreal Protocol. He has also been the Director of the Regional Presence Office at the UN Environment Programme (UNEP). He joined the UN system in 2000 at UNEP in Nairobi, Kenya. Since then, he has served the Organization in various capacities, including as Africa Regional Coordinator for early warning and environmental assessment, Head of integrated global environmental assessment and reporting, and UNEP Deputy Director and Head of Policy and Inter-Agency Affairs at UN Headquarters in New York.



Eskedar Nega
Team Leader/Strategic Planner

With more than 25 years of experience in policy research and international development, Eskedar Nega provides management support to the leadership of the DCO Africa office including through the design and implementation of DCO Africa's integrated and coherent strategic programming as a central liaison between DCO Africa and the headquarters. She coordinates

substantive support to position DCO Africa as a key provider of strategic advice, integrated policy expertise and services to RCOs and UNCTs in support of the country-level implementation of the 2030 Agenda, the SDGs and Agenda 2063, and other major thematic and policy priorities in Africa. On the regional front, she represents DCO Africa at the joint secretariat of the Africa Regional Collaborative Platform.

Eskedar joined DCO Africa from the UN Economic Commission for Africa (UNECA), where she was the acting Director of UNECA's Strategic Planning, Oversight and Results Division. Eskedar had served in a wide range of capacities for the past two decades, providing capacity development services and policy advice in the design, implementation, and monitoring of policies, legal and regulatory frameworks and programmes. Most recently, she was an active member of the task force established by UNECA's Executive Secretary to support the UN regional reform process.



Themba Kalua
Senior Regional Coordination Officer

Themba Kalua coordinated DCO Africa's regional efforts on policy and normative work and coherence in the Resident Coordinator system, including the UN Sustainable Development Cooperation Frameworks. He was also the Practice Leader for Leave No One Behind and contributed to building a strong foundation of DCO Africa, effectively responding to the sustainable

development needs at the country level; supporting and facilitating strategic prioritization, annual retreats, and Management and Accountability Framework and UNCT configuration exercises; and coordinating the work of the Africa Peer Support Group. Themba managed some complex and strategic assignments, including the capacity assessment of the UN development system in Sudan, which is seen as a model for such exercises.

In June 2021, Themba moved on to join the UN Women Country Office in Papua New Guinea as Country Representative. Themba has 20 years of experience in management, strategy, advisory services, programme management, monitoring and evaluation, results-based management and UN coordination with a wide range of UN entities.



Anna Senga
Senior Regional Coordination Officer

Anna Senga supported RCs and UNCTs in complex countries as well as integrated mission settings to effectively address humanitarian, sustainable development and peacebuilding issues, as well as critical topics related to protection against sexual exploitation and abuse, disaster risk reduction, transition, governance, and migration. She also coordinated DCO Africa's engagement in

the implementation of the regional strategies in the Horn of Africa, the Great Lakes, the Lake Chad, and the African Union-UN Framework for the implementation of the 2030 Agenda and Agenda 2063. She was the focal point for Central Africa and provided backstopping support to UNCTs and RCOs in the sub-region. She was also instrumental in the successful organization of the Resident Coordinators' monthly meetings on the impact in Africa of the COVID-19 pandemic, and led the production of DCO Africa's first annual report.

After 20 years of contribution to coherent, relevant, and effective UN system's support to countries towards human rights and sustainable development, Anna retired from the UN system in May 2021.



Hodane Youssouf
Senior Regional Coordination Officer
in Dakar

Hodane Youssouf provides leadership in coordinating DCO Africa's sub-regional office in Dakar, Senegal, which covers 24 countries in West and Central Africa, including Sahelian countries, and coordinates the work of DCO Africa on economic issues, actively engaging with RCOs and regional UN entities to develop and implement the socio-economic

framework for COVID-19 in the context of the 2030 Agenda and its sustainable goals, and Agenda 2063, and leads inter-agency processes in these sub-regions. She also coordinates regional support in implementing the UN Integrated Strategy for the Sahel (UNISS) in the field, ensuring that all RCs and RCOs in Sahelian countries are actively engaged in the implementation of UNISS through their CCA and Cooperation Framework, and report on their activities at the country level.

Hodane, a national of Djibouti and France, brings nearly 30 years of experience at the national, regional and global levels in economics, maritime transport, economic and political governance, with expertise on the African Peer Review Mechanism, strategic development planning through the provision of tailor-made advisory services to the Members States, mainly in Africa, and interaction with Bretton Woods institutions.



Zoubir Benarbia
Regional Liaison and Sustainable
Development Officer for Africa

Zoubir Benarbia is the Regional Liaison and Sustainable Development Officer for Africa, based in New York. He supports Resident Coordinators in Africa as a connector between global and country levels and provides strategic input to the inter-agency mechanisms at UN Headquarters on the reinvigoration of the UN development system in the

implementation in Africa of the 2030 Agenda and the SDGs. He actively engages with Member States as the focal point for the African permanent missions in New York.

Zoubir served 13 years as a diplomat who worked extensively on development issues, serving as an advisor on matters related to the Second Committee and ECOSOC at the Permanent Mission of Algeria to the UN. He was the chief advisor of the co-facilitators of UN development system repositioning negotiations. Previously, he worked as an advisor on UNEP- and UN-Habitat-related matters at the Embassy of Algeria in Nairobi.



Pauline Magawi
UN Sustainable Development
Cooperation Framework Partnerships
and Programme Officer

Pauline Magawi is a Sustainable Development Officer for DCO Africa. She provides technical guidance to Resident Coordinators and UN Country Teams in 27 African countries (West and Central Africa and North Africa) to support national governments in the implementation of national priorities

for the 2030 Agenda. As the DCO Africa focal point for Cooperation Frameworks, Pauline supports UNCTs and RCOs in the development and implementation of the CFs. Pauline is also the Practice Leader for the RC system portfolio and the focal point for gender, youth, migration and preventing sexual exploitation and abuse.

Pauline has 17 years of experience in programme management, strategic planning and coordination and gender and development. Prior to joining DCO Africa, she was the Gender Advisor to the Resident Coordinator in Kenya. She equally worked at UN Women Regional Office for Africa – Somalia Programme, UNDP Somalia and the International Planned Parenthood Federation.



Kwasi Amankwaah
UN Sustainable Development
Cooperation Framework Partnerships
and Programme Officer

Kwasi Amankwaah is a Sustainable Development Officer for Africa and supports Resident Coordinators and UN Country Teams in over 27 African countries (East and Southern Africa and English-speaking North Africa) with quality and timely advice and guidance on the SDGs and the UN's

strategic programme frameworks. In particular, he closely works with UNCTs to guide them through the Cooperation Framework cycle, serves as the practice lead of cross-regional engagements and a focal point for the 2030 Agenda and SDGs, and supports the Peer Support Group. At the regional level, Kwasi is one of DCO Africa's leads to the joint secretariat of the Africa Regional Collaborative Platform.

Kwasi, a Ghana national and a Fulbright-Humphrey Fellow, brings 15 years of experience in the UN system at country, regional and global levels and over 20 years of experience in international development with the provision of strategic advisory services, management and leadership, reform and coherence, inter-agency coordination, strategic planning, programming and partnerships building, interfacing at high-level with governments development partners, private sector in Africa and the UN system.



Hiroyuki Saito
Regional Communications Officer

Hiroyuki Saito provides substantive support to RCOs and UN Information Centres across Africa to design, implement and monitor communications strategies linked to the Cooperation Framework and UN Global Communications Strategy and engages in coordination for digital communications and the generation of stories and other content. He maintains

close working relations with UN Communications Groups to provide guidelines, best practices and monitor activities while facilitating the promotion of the UN global communications priorities and associated campaigns.

Hiro brings more than 16 years of multidisciplinary experience in strategic communications, journalism and digital campaigns. His media and communications experience includes full-time tenures at the Water Supply and Sanitation Collaborative Council, UN Mission in South Sudan, UN-AU Mission in Darfur, UNICEF Tokyo, Fox News, TV Tokyo, Travelzoo and an NBC-affiliate TV station.



Saman Mastiyage Don
Programme Management Officer
Business Operations Strategy
and Administration

Saman Mastiyage Don delivers substantive support to RCOs and UNCTs to advance the Secretary-General's efficiency agenda by developing Business Operations Strategies, establishing the Common Back Office and Common Premises and implementing other measures across Africa, and provide

strategic support in the organization of retreats and meetings of Operations Management Teams in the region. Saman acts as DCO Africa's operations focal point and facilitates the implementation of the new Resident Coordination system in 53 countries, resolving human resources, finance and budget, procurement, information and communication technology, and assets transfer issues.

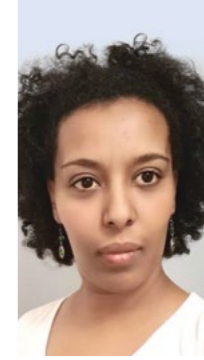
Saman brings over 17 years of extensive experience with community development, local governance and business operations. Before joining DCO Africa, he worked for UNDP and the Resident Coordinator Office in Ethiopia as a Common Operations Analyst since 2015. His programme management and operations experience include UNDP Country Offices in Sri Lanka and Indonesia and a transitional shelter programme at Interfaith Works in the US.



Gleh Appleton
Common Back Office Programme Officer

Gleh Appleton leads in ensuring that UNCTs in Africa have consolidated and country-level location-dependent local shared service centers as joint operations units based on the Common Back Office methodology, and organizes training workshops to core technical groups.

Gleh, a national of Liberia, brings 15 years of development coordination, policy and programme operations experience and a career in international development, including World Vision International and the UN, and as an entrepreneur in the private sector with an emphasis on technology innovation for development.



Wubit Girma
Programme Management Assistant

Wubit Girma supports the Strategic Planner and Team Leader to prepare, monitor and review DCO Africa's programmes and budgets and contributes to the implementation and reporting on the Business Operations Strategies. She manages financial resources, prepares reports on the use of office funds, and tracks the utilization of resources.

Wubit has more than 15 years of work experience in different organizations, such as international humanitarian NGOs, private sectors and the UN system, with programmatic, administrative, human resources, customer service, and liaison.

Acronyms

AFPs	UN AGENCIES, FUNDS AND PROGRAMMES	RCP	REGIONAL COLLABORATIVE PLATFORM
AU	AFRICAN UNION	SCDS	SPECIAL COORDINATOR FOR DEVELOPMENT IN THE SAHEL
BMB	DCO BUSINESS MANAGEMENT BRANCH	SDGs	SUSTAINABLE DEVELOPMENT GOALS
BOS	BUSINESS OPERATIONS STRATEGY	SEIA	SOCIO-ECONOMIC IMPACT ASSESSMENT
CBO	COMMON BACK OFFICE	SERP	SOCIO-ECONOMIC RESPONSE PLAN
CCA	COMMON COUNTRY ANALYSIS	SIARP	SPOTLIGHT INITIATIVE AFRICA REGIONAL PROGRAMME
CF	UN SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK	SLA	SERVICE LEVEL AGREEMENT
CP	COMMON PREMISES	SOM	SENIOR OFFICIALS' MEETING
CPD	COUNTRY PROGRAMME DOCUMENT	SRSO	SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL
DCO	UN DEVELOPMENT COORDINATION OFFICE	UNAIDS	JOINT UN PROGRAMME ON HIV/AIDS
DESA	UN DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS	UNAMID	UN-AFRICAN UNION MISSION IN DARFUR
DGC	UN DEPARTMENT OF GLOBAL COMMUNICATIONS	UNCT	UN COUNTRY TEAM
DPPA	UN DEPARTMENT OF POLITICAL AND PEACEBUILDING AFFAIRS	UNDAF	UN DEVELOPMENT ASSISTANCE FRAMEWORK
DSRSG	DEPUTY SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL	UNDP	UN DEVELOPMENT PROGRAMME
ECOSOC	UN ECONOMIC AND SOCIAL COUNCIL	UNECA	UN ECONOMIC COMMISSION FOR AFRICA
ETF	EMERGENCY TASK FORCE	UNEP	UN ENVIRONMENT PROGRAMME
GCM	GLOBAL COMPACT FOR SAFE, ORDERLY AND REGULAR MIGRATION	UNHCR	UN HIGH COMMISSIONER FOR REFUGEES
GTG	GENDER THEMATIC GROUP	UNIC	UN INFORMATION CENTRE
HC	HUMANITARIAN COORDINATOR	UNISS	UN INTEGRATED STRATEGY FOR THE SAHEL
IFI	INTERNATIONAL FINANCING INSTITUTION	UNITAMS	UN INTEGRATED TRANSITION ASSISTANCE MISSION IN SUDAN
IMF	INTERNATIONAL MONETARY FUND	UNNEESA	UN NETWORK FOR EVALUATION IN EASTERN AND SOUTHERN AFRICA
IOM	INTERNATIONAL ORGANIZATION FOR MIGRATION	UNOAU	UN OFFICE TO THE AFRICAN UNION
JWP	JOINT WORK PLAN	UNODC	UN OFFICE ON DRUGS AND CRIME
MEL	MONITORING, EVALUATION AND LEARNING	UNON	UN OFFICE AT NAIROBI
NPC	NATIONAL PLANNING COMMISSION	UNOWAS	UN OFFICE FOR WEST AFRICA AND THE SAHEL
OCHA	UN OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS	UNSDG	UN SUSTAINABLE DEVELOPMENT GROUP
OHCHR	OFFICE OF THE UN HIGH COMMISSIONER FOR HUMAN RIGHTS	WFP	WORLD FOOD PROGRAMME
OIBC	OPPORTUNITY/ISSUE-BASED COALITION	WL	WORKING LEVEL
OMT	OPERATIONS MANAGEMENT TEAM		
PSG	PEER SUPPORT GROUP		
R-OMT	REGIONAL OPERATIONS MANAGEMENT TEAM		
R-UNSDG	REGIONAL UN SUSTAINABLE DEVELOPMENT GROUP		
RC	RESIDENT COORDINATOR		
RCO	RESIDENT COORDINATOR OFFICE		

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