

UN Regional Review Phase II: Re-profiling and Restructuring of UNDS Regional assets in Africa

Attainment of the 2030 Agenda and Agenda 2063 in Africa requires transformational change on many fronts and is linked to the sustainable management of resources for healthy ecosystems, healthy economies and healthy societies. In furtherance of the System-wide Strategic Document (SWSD), and informed by the prevailing context, the UN Development System is positioned to leverage political, social, economic, environmental and financial instruments in collaboration with national governments, private sector, civil society, academia, workers' and employers' organizations and other interest groups to accelerate actions towards the achievements of the 2030 Agenda and Agenda 2063 in Africa.

Of particular relevance is Africa's unique geopolitical positioning, demographics, policy and operational landscape. The existence, viability and influence of continental and regional political institutions on the Continent such as the African Union, its organs and agencies including AUDA-NEPAD and the Regional Economic Communities is unique, and together with other strategic partner institutions including the Africa Development Bank and the Pan African Parliament, they drive the continental and regional integration, including towards free movement of people and free trade, as well as policy environment in the region, which makes collaboration with such institutions essential to the success of the work of the UN Development System (UNDS) in Africa.

In this regard, the catalytic role of the UNDS in contributing to Africa's sustainable development in line with 2030 Agenda and Agenda 2063 requires leveraging the **UN value proposition and collaborative advantage**, as defined through its structures and footprint in Africa as well as embedded in innovative business models, including in the UNDS important role in directly supporting African countries to deliver on the SDGs

The regional level of the UN Development System in Africa will support continental and regional institutions and member States in accelerating the process of achieving the Agenda 2030 and Agenda 2063 and ensuring the economic, social and environmental transformation of the African Continent. This will be done in respect of the national policy space where efforts at the regional level should be grounded in country realities and with close reference to the UN Sustainable Coordination Frameworks in place.

In particular, the UNDS will;

1. Support member States and regional bodies in achieving the 2030 Agenda and Agenda 2063, ensuring equity and improving the lives of the most vulnerable populations. This includes implementation and follow-up of regionally agreed frameworks, norms and standards at global and national level particularly the protection and promotion of human rights.
2. Ensure coordinated regional-level support to UNCTs to better support countries in delivering on the 2030 Agenda and Agenda 2063.
3. Establish and accelerate **Opportunity/Issues Based Coalitions** (O/IBCs) as the main vehicle for collaborative delivery under the Regional Collaborative Platform (RCP). The O/IBCs should aim to engender lasting and transformational change and ensure effective linkages between regional,

sub-regional and national dimensions, including regional and sub-regional integration and transboundary actions.



4. Align its work firmly with agreed UN priorities in Africa based on African priorities and aspirational goals, the AU-UN Framework on the Implementation of Agenda 2063 and Agenda 2030, and AU-UN Framework for enhanced Partnership on Peace and Security in Africa and the priorities of the Regional Economic Communities and Member States.
5. Foster integrated and coherent approaches in programme design and delivery throughout the value chain, from the conceptual through the operational stages to monitoring, sharing of good practices, evaluations and reporting.
6. Broker strategic partnerships – traditional/non-traditional – that can contribute towards set goals, in particular for mutually reinforcing and complementary actions.








Opportunity / Issues-Based Coalitions

The continent is undergoing large changes such as urbanization, rapid demographic growth etc. The list of O/IBCs and corresponding flagship initiatives presented in the table below have been agreed upon based on current knowledge. Re-adjustments can be made in light of emerging issues during implementation phase based on consultation. The list of co-conveners and participating agencies, however, is open to change, as necessary.

Flagship initiatives are those that have a measurable contribution to the 2030 Agenda/Agenda 2063 and Africa's transformational ambitions and that they should involve at least three or more agencies and be applicable to more than three countries.

#	Opportunity/ Issues-based Coalitions (O/IBCs)	Flagship initiatives	Co-Conveners	Participating agencies	Link/contribution to SDGs/Aspirations of Agenda 2063
1 	Strengthened integrated data and statistical systems for sustainable development	<ul style="list-style-type: none"> i) The SDGs/ Agenda 2063 Gateway, incl. monitoring, evaluation and reporting on Agenda 2030 and Agenda 2063 at all levels ii) Harmonized Capacity Development Support to Continental, Sub-regional and National Institutions iii) The Africa Regional Knowledge Management Hub 	ECA&UNFPA	FAO, UNWOMEN, IOM, ECA, UNDP, UNHCR, UNEP, UNAIDS, OHCHR, WHO, UNICEF, UNESCO, ILO, WFP and others	All SDGs/All Aspirations
2 	Ensuring effective and efficient macroeconomic management & accelerated inclusive, economic transformation and diversification	<ul style="list-style-type: none"> i) African Continental Free Trade Area (AfCFTA) and Regional Value Chains Development ii) Sustainable Financing and Debt Management iii) Strengthening of Development Planning Capacity 	UNCTAD&ECA	UNIDO, ILO, FAO, UNCTAD, ECA, UNDP, UNICEF, OHCHR, UNESCO, UNWOMEN, UNEP, FAO, IFAD, UNCTAD, UNFPA, UNHCR, WHO, ITC, IOM, WFP and others	SDG 1, 2, 3, 4, 5, 8, 9, 12 and 17 Aspirations 1, 2, 3, 5, 6 and 7

3 	Harnessing demographic dividends, gender and youth for development	i) Joint Labour Migration Programme / Free Movement of Persons and Migration Mapping Initiative ii) Youth Empowerment and Employment (Eg Youth Connekt, Generation Unlimited (GenU)) iii) Gender Equality and SRHR (Eg Spotlight Initiative) iv) UN Regional Joint Programme on SRH/HIV/GBV Service Integration v) UN Health 6 partnership, and Harmonization of Health in Africa (HHA) vi) Sahel Women's Empowerment and DD initiative (SWEDD) vii) Delivery of the GAP-SDG-3	UNFPA, ILO & WHO	FAO, UNFPA, UNWOMEN, IOM, ECA, OHCHR, UNDP, UNHCR, UNEP, WHO, UNAIDS, UNICEF, UNESCO, WFP, IOM, and others	SDG 1, 2, 3, 4, 5, 8, 10 Aspirations 1, 2 and 6
4 	Leveraging new technologies and enabling digital transitions for	i) Farm-to-Market Alliance ii) Smarter Cities iii) Digital ID	ITU, UN-HABITAT, WHO and UNHCR	ECA, FAO, WFP, ITU, UNCTAD, UNICEF, UPU, UNEP, UNESCO,	All SDGs/ All Aspirations

	inclusive growth and development	iv) Innovation Hubs/Labs v) Moving from export of extractives to beneficiation		UNODC, ILO, OHCHR, UNHCR, UNHABITAT, WHO, and others	
5 	Fostering action on climate change, strengthening natural resources governance, resilience and enabling energy transitions for sustainable development	i) Stranded Resources and "Just" Transitions ii) The Great Green Wall for the Sahara and the Sahel Initiative iii) Energy Transitions for the Under-served Through Off-grid Solutions iv) UNISS Plan	FAO, UNDP&UNEP	UNIDO, ECA, WMO, FAO, UNCTAD, ITU, UNEP, IAEA, UNFPA, WHO, UNICEF, UNU-INRA, CTCN, IOM, WFP, UNHCR and others	All SDGs / All Aspirations
6 	Towards peace, security, and the respect of human rights	i) Fighting Corruption and Combating Illicit Financial Flows ii) Silencing the Guns iii) Existing Initiatives (e.g. UNISS, Great Lakes, Horn of Africa, Middle-income Countries, etc)*.	UNODC, OHCHR& UNOAU, UNDP, UNHCR, IOM	OCHA, UNESCO, OHCHR, UN Women, UNFPA, UNICEF, UNODC, ILO and others	SDG 1, 3, 5, 16 Aspirations 1, 2, 3 and 6
7 	Displacement and migration	iv) UN Migration Network v) Structural/root causes of displacement Global Compact on Refugees	IOM, UNHCR	TBD, but many entities surely are relevant	SDG 1, 3, 4, 5, 8, 10 / Aspirations 1, 3 and 6

* Several existing initiatives have a geographical definition (Great Lakes, Horn of Africa, Sahel, etc.) but include several of the thematic areas touched upon above. A way should be found to secure that the geographic initiatives and thematic O/BCs are coordinated.

Below are the suggested approaches to implementing the Secretary General recommendations 2-5 in Africa. In putting forward recommendations on the regional review, it should be recognized that a critical and significant part of UN's existing work at the regional level led by the Agencies, Funds and Programmes is policy, technical and programmatic support & management oversight to country and regional operations and that these are well functioning structures within respective organisational mandates. In this regard, the operational abilities of the Agencies, Funds and Programmes in respect of actual delivery of programmatic assistance throughout the countries are recognised.

Recommendation #2 - Providing Multidimensional Support to Member States: Knowledge Management Hubs

The scope and detail of what is intended and required for regional hubs in all regions will take into consideration global best practices.

Each region will then be able to customize the system based on region-specific realities. The hubs require clear governance and standard operating procedures. The recommendations below are, as such, preliminary.

Knowledge that is not formal and for publication, but still important in making collaboration work well, must be preserved and furthered. An example of such knowledge collection and aggregation is the current R-UNSDG Focal Point system where Regional Directors have focused attention to select UNCTs and serve as designated linkages.

The SDGs/Agenda 2063 Gateway and the Africa Regional Knowledge Management Hub will be the main flagship initiatives for recommendation #2.

The SDGs/Agenda 2063 Gateway

Most of the SDGs are in congruence with the goals of Agenda 2063, with an alignment level of about 90 per cent. Therefore, in order to promote implementation efficiency for both Agendas, the AU with the support of partners has developed a coherent and common framework for the integration, monitoring and reporting on both Agenda 2063 and the SDGs into national development plans.

Together with the MAPS (Mainstreaming Acceleration and Policy Support) exercises, current initiatives and tools being developed by the UNDP Regional Center in Africa and other relevant tools from other UN agencies, the SDGs/Agenda 2063 Gateway will be based on the Integrated Planning and Reporting Toolkit (IPRT)¹ developed by ECA.

The IPRT includes a module that facilitates alignment and integration of Agenda 2030 and Agenda 2063 at the goal, target and indicator levels as well as alignment with continental, sub-regional and national development plans. The reporting module facilitates from a one-stop-shop progress review,

¹ <https://iprt.uneca.org>

generates customized reports and analysis of contributions to VNRs, all supported by intelligent data visualization dashboards. The tool was presented to Resident Coordinators during a retreat organized in Nairobi on 3-4 September 2019. Country-level data entry for 15 countries² that participated in a training programme on IPRT and member States that expressed interest is ongoing as is a conversation on collaboration with RCs and UN agencies to disseminate and seek application of the Toolkit. Evaluation results on this pilot together with reactions from RCs and UNCTs involved will inform efforts to improve its effectiveness, applicability and accessibility to all involved partners, in line with internationally agreed data standards as well as its seamless integration with the UN INFO, the system that captures reporting on the UN Sustainable Development Coordination Framework at the country level. In facilitating the integration and roll-out process, support from the community of UN data experts will help define the data architecture and any costs involved.



Source: <https://iprt.uneca.org>

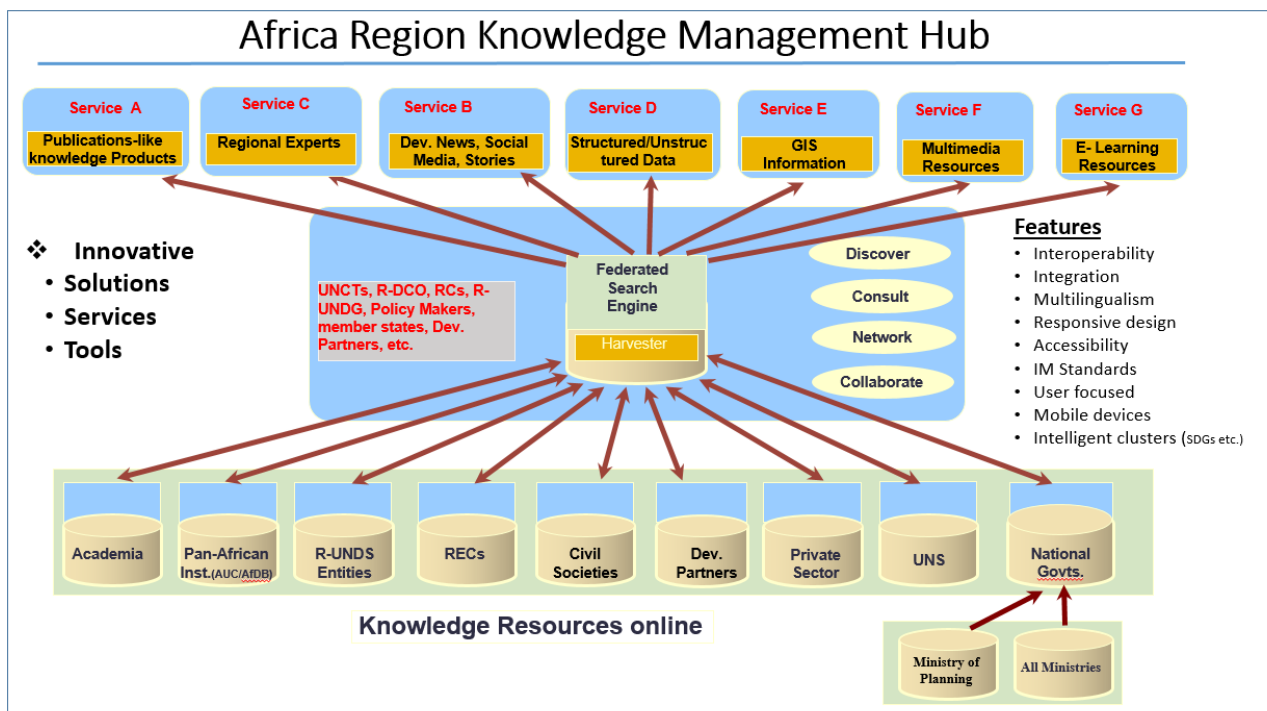
The Africa Regional Knowledge Management Hub

The establishment of regional knowledge platforms can harness the innovation of the private sector and deliver the regional assets of the UN, RECs and the AU through enhancing the ability of stakeholders to make timely and evidence-informed decisions to ensure populations and socioeconomic data are collected and analyzed more systematically in the context of the SDGs and Agenda 2063.

The envisaged knowledge management hub will help the Regional UNDS to identify, select, organize, disseminate and transfer important *information/knowledge* and *expertise* scattered across the system. Potentially, this will facilitate quick response/deployment to specific national member States requests in support of Agenda 2030 and 2063, among other functions.

² Burkina Faso, Côte d'Ivoire, Ethiopia, Gambia, Ghana, Liberia, Mauritania, Namibia, Republic of Congo, Senegal, Seychelles, Sudan, Uganda, Zambia and Zimbabwe.

The regional knowledge management hub will be an online ecosystem that takes advantage of advanced emerging information technologies and methodologies to ensure integration and interoperability of the distributed UNDS knowledge systems. Through websystems, this will constitute a “mashup” of different knowledge types including demographic profiles and projections, multi-sectoral statistical data, raw data, publications, expert discussions (eg Communities of Practice –CoPs, think tanks), multimedia communication materials, learning resources, emerging challenges briefs, development news, social media on Agendas 2030 and 2063 availed via web services, to mention a few. These innovative solutions will collate and organise knowledge from multiple, disparate sources to provide end-users with an at-a-glance view acting as a *one-stop-shop* offering seamless access to knowledge, including and regional specific expertise. The online environment will also enable users to collaborate, consult and discover relevant information and knowledge availed through various targeted knowledge services as illustrated below.



The knowledge management hub function must be developed and costed with inputs from experts in data architecture. The scope of the hub should be determined by the available funds – and ideally be built in a way that is scalable with reference to funding availability over time.

The new value proposition in terms of generating a sustainable data ecosystem needs to focus on data-knowledge transfer from the UN to the African Union. The UN system would need to ensure that the sum of all UN actors over the 2020-2022 period generates a new data-hub in the African Union focusing on priority issues (for example, the emerging drug epidemic and its responses or the nexus between drug trafficking and peace and security).

1. Recommendation #3- System-wide Reporting at the Regional Level

The proposed results framework for the UNDS in Africa is anchored around the opportunities/issues -based coalitions (O/I/BCs) which inform the work of the RCP (Regional Collaborative Platform).

The underlying results framework highlights the UNDS contributions to the 2030 Agenda and Agenda 2063 and forms the basis for regular and systematic monitoring and evaluation of the collective impact of the activities of regional entities on member States, the African Union and other relevant stakeholders. Results-based evidence and information emerging from the UNDS will inform the annual system-wide regional report, which will serve as the key accountability tool on the work of the UNDS at the regional level. The framework will also aim at capturing the UNDS' contributions to regional and transboundary issues included in country focused Cooperation Frameworks.

In this regard, the Regional UNDS underscores the mutually reinforcing elements across the 2030 Agenda and Agenda 2063 related data platforms and gateways, knowledge management hubs and data ecosystems. To ensure evidence-based and results-focused planning, implementation, monitoring and reporting (or its equivalent from IRT), the timely availability of SMART data to guide performance measures (i.e baselines and target setting) are a core requirement to ensure effective the functioning of the RCP to ensure the effective functioning of the RCP and work flagship initiatives. Monitoring and reporting against measurable results will require collaboration with relevant work streams dedicated to strengthening the regional data ecosystem, including operationalization of the UN data cube standards for UN system-wide programmatic and financial reporting approved by the High-Level Committee on Management (HLCM) and approved by the UNSDG.

Periodic and annual reports³ will be organized around the thematic areas of the O/IBCs with a focus on the selected flagship regional and sub-regional initiatives. The report will capture results achieved by issue-based coalitions; and will, in a synthesised form and, as appropriate, feed into the annual report of the SG on regional cooperation to ECOSOC or to the report of the SG on the Work of the Organization (Section III - Development of Africa). It should also closely examine the progress in achieving the SDGs and share the status during the high level meetings / Heads of State Summit, along with a compendium of good practices on the continent.

Clearly defined multi-year resilience frameworks with defined regional indicators could underpin the work of Special Envoys to ensure greater predictability, a results based approach to joint initiatives and create synergies between the peace and human security pillars of the work of the UN, the AU and RECs

A component of the results framework will also be dedicated to spelling out a regional communication strategy to disseminate compelling, focused messages tailored to specific target audiences, promote transparency and communicate results and impact, if results and impact are indeed created. The reporting will also commit to tell where we got it wrong and created unintended effects – positive as well as negative. This will strengthen the UNDS brand and visibility, amongst member States and stakeholders in Africa and beyond. Feedback from the UN Evaluation Group or any other independent evaluation office will be considered when setting up the reporting structure.

The preparation of the “Annual Report on Results achieved through the O/IBCs on Regional Level” will be coordinated by the RCP secretariat in collaboration with members of the RCP. Aggregation

³ The periodic reporting could also be gleaned from dashboards on the knowledge hub or generated in the form of newsletters, Op Eds, etc

of individual UN entities regional reports will not be the focus, but rather a much higher level of reporting capturing results anchored in O/IBCs that respond to transformative imperatives.

Systematic monitoring and reporting of results and impact achieved at the regional level will also help in strengthening regional and subregional intergovernmental forums by further engaging member States and other stakeholders on region-specific issues that may require collective actions. The African Regional Forum on Sustainable Development will be used as a platform where system-wide results are presented to member States, RCP members and other stakeholders

The annual report preparation will start three months prior to the end of the year in question with a view to publishing the report to by end of January every year. Communication staff will be associated throughout the process to coordinate the release of the report and ensure its wide dissemination across traditional and new media channels.

Resource implications for operationalizing the above recommendations will need to be further discussed and analyzed through the regional task team given that the required resources will have to be generated from within the system and should not be diverted from existing programme funds. Going forward, the interlinkages and roles of the RC/UNCT vis-à-vis the regional level should be clearly decided and explicitly described.

2. Recommendation #4- Strengthening the Data Ecosystem

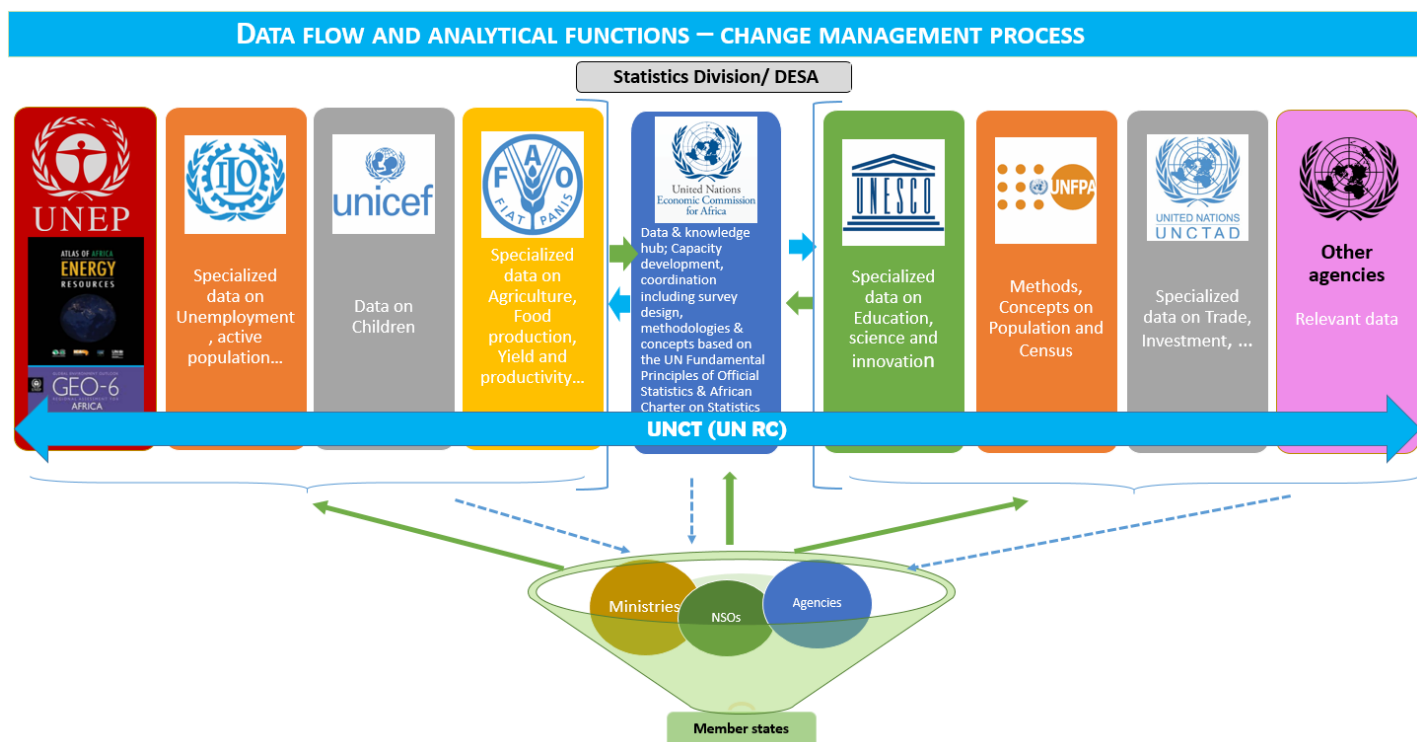
Data and statistics are central to realizing the 2030 Agenda and Agenda 2063 in Africa. They are central to planning, implementation, coordination, monitoring and evaluation of the two agendas. The Statistics Division under UN DESA have set the global indicator framework for the SDG indicators. For the UN system this is the primary frame of reference. In the African continent, this will be complimented by the the African Charter on Statistics and the Strategy for Harmonization of Statistics in Africa 2017-2026 (SHaSA2) on which the national statistical systems are anchored. Ideally, the enhancement of existing regional data coordination mechanisms should happen through the formation of a regional equivalent of the global “Committee of Chief Statisticians” comprised of Heads of Statistical Units in the UNDS and International Financial Institutions (IFIs).

There are a number of agencies operationalizing the SHaSA in providing statistical support to countries, including regional agencies namely, AUC, ACBF (Africa Capacity Building Foundation) and AfDB as well as international agencies such as the WB, IMF, and UN agencies etc. Different UN agencies facilitate the production of multi-sectoral data and statistics, and also support member-states in that regard. These include FAO, UNICEF, IOM, ILO, UNAIDS, UNFPA, UNHCR, UNESCO, WFP, WHO, UNEP, UN Women, etc. The ecology of the data system in Africa is wide and varied, and encompasses different actors and players.

The UNDS in Africa supports regional and sub-regional levels to harness data and statistical systems, tools and resources in response to Africa's priorities. Through the African Centre for Statistics (ACS), ECA in collaboration with Agencies Funds and Programmes support National Statistical Offices in member States to build sustainable capacity, including strengthening institutional and technical capacity on policy and programme relevant analysis and data availability. Working closely with the UN Committee of Chief Statisticians, World Bank, AU and its organs, including AfDB, AUDA-

NEPAD, RECs and member States, the UNDS will continue to promote standards, manuals and guidelines on statistical development, as well as support development of evidence-based regional and national development frameworks. Effort will be made to develop and/or endorse regional, sub-regional and country-led statistical programmes which complement the global statistical programme of the UN Statistical Commission. With support from the UN agencies, ECA hosts the Committee on Statistics – operational called Statistical Commission for Africa (StatCom-Africa), and serves as the Secretariat of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics, amongst other regional facilitating roles that it plays. Several other UN agencies, funds and programmes have similar statistics capacities at sectoral and multi-sectoral levels; hence the need to harmonize collaborative efforts that strengthen integrated data and statistical systems at the regional level.

Three key issues in the change management process of the data ecosystem in Africa need to be addressed. First, how do we create better coherence and synergy in data and metadata production, use, storage, and dissemination amongst UN agencies in support of member-states in delivering on the 2030 Agenda and Agenda 2063? Second, how do we strengthen the capacity of member-states in promoting innovative solutions and techniques in efficient data collection, analysis, dissemination and use. Third, what change management process should we put in place to ensure the foregoing, and enhance the development of the national statistical systems in member-states? In addressing the three issues, the collective capacity of ECA and the Agencies, Funds and Programmes is important to avoid current duplication and constraints to harmonization. The key recommendations include developing an integrated regional data architecture that encompasses regional, sub-regional and national actors/institutions, which enhances collaboration and complementarity amongst UN agencies, and greater visibility and impact for their work in support of the African data and statistics regime. ECA and relevant UN Agencies will play a facilitating role in this regard. Strengthening data and statistical systems through this architecture, will assume a major opportunity/issue-based coalition for the UNDS through which standards, capacity, financing and data connectivity and hub will be addressed (as opportunity/issues-based coalitions are time bound, it could also be decided to make this data structure a standing “enabler group” due to its more permanent character. Second, UNCTs, and RCs need to prioritize data and statistics in respective support and collaborations with member-states. This includes evidence-based process in developing the Common Country Assessment (CCA), the Sustainable Development Cooperation Framework and supporting the 2030 Agenda and Agenda 2063 monitoring through National Development Plans and VNR in member-states to mention a few. As part of the regional data architecture, the UNDS will need to work in an integrated manner at the country level. The most effective way to secure that UNCTs and RCs will prioritize data and statistics will be by securing that RCP-work on data needs is demand driven by the end users, including UNCTs. Some data, particularly on human rights, must be supply-driven based on the mandates given to the UN. Third, south-south cooperation should be explored in promoting innovation, creativity, and better support to the national statistical systems in Africa.



3. Recommendation #5- Common Back Offices

The Secretary-General's proposal for the adoption of common back offices and common premises by all UNCTs at the country and regional levels rests on achieving the following five targets: (i) Establishment of common back offices for all UNCTs, with all location-dependent services consolidated into one service centre at the country level and location independent services being provided by a network of regional/global shared service centres by 2022;(ii)all UNCTs to ensure compliance with an improved Business Operations Strategy (BOS) by 2021;(iii)increase the proportion of UN common premises to 50% by 2021, up from the current 16%;(iv)all UNDS entities to meet the mandate set out in the 2016 QCPR resolution to operate according to the principle of mutual recognition; and (v) client satisfaction – to measure all business operations services in terms of quality, responsiveness, and transparency in costing.

The first of these targets captures the overarching ambition of adopting common back-offices as the default option for all UNCTs. The other four targets can be seen as enablers or prerequisites for making the overarching goal of having common back-offices for all UNCTs possible.

Other considerations to inform strategy for operationalizing common back offices

At the recent Nairobi consultations of UNDS entities on the re-structuring of UN assets at the regional level in Africa, participating entities agreed that a clear business case exists for common back offices, facilities and premises, and noted that success in this endeavor will depend heavily on an evidence base to demonstrate the benefits, sustained leadership for a long-term process and a willingness by organizations to yield some control. Differences among organizations in governance, stakeholders, electronic systems (especially ERPs), rules and procedures, operational tempo and organizational culture creates complexities and challenges need to be addressed to make progress

on this front. The meeting also noted that, while efficiency gains can be significant, their realization is not guaranteed and would require sustained effort, time and investment, many of which could be one-off, not cashable or transferable to other programmatic activities.

The Nairobi consultations highlighted the following important issues to be addressed in operationalizing the SG's proposals on common back offices:

- As a practical way forward, and to avoid duplication, all work towards this work stream should be undertaken using the guidance and models developed by the UNSDG Business Innovation Group (BIG) based on separate region-specific data analysis to develop the business cases.
- Clarify what UN organizations consider is required by the 2030 Agenda in terms of more common and integrated administrative support service delivery;
- Cost-benefit analysis to estimate the scale of resources devoted to the delivery of administrative support services in general and at the country level to determine the efficiency gains from consolidation;
- Map ongoing joint agreements between UN agencies (e.g. UNODC and UNON having established a joint Procurement Team in UNON and similar examples elsewhere) and draw lessons from current inter-agency administrative support cooperation at the country and regional levels that could inform future inter-agency arrangements, with particular focus on integrated service centres established by various UN agencies at the country, regional and global levels (e.g. UNICEF, UNFPA, UNDP, FAO and RSCE) with related scope in functions (common pricing, competitive systems, process flows, LTAs and human resource rosters, to mention a few);
- Incorporate results based approach and lessons learned from BOS developed at country level into the implementation and redesign of CBOs at the country, regional and global levels;
- Assess the interplay between administrative support service arrangements at the country, regional and global levels, including identifying opportunities for consolidation of existing structures and capacities;
- Assess the opportunities offered by mutual recognition and leveraging agency policies and procedures as an enabler for achieving greater efficiencies, including high level commitment by all UN agencies to operationalize the principle;
- Examine governance, leadership and transparency requirements to drive efficient administrative support service delivery;
- Identify measures to eliminate/reduce competition among UN entities for service provision, including developing common pricing structure and other enabling tools and coordination mechanisms to deliver expected results;

The meeting also agreed there is significant scope for delivering a wide range of services, including some innovative services through common back offices, and that a range of services delivered locally are not location dependent and could be provided at a global or regional level. As work proceeds, country-level support of non-resident agencies and country teams with small programme volumes needs to be factored into the design, including possible consolidation of support services for multi-country offices, where they exist.

Going forward, a model under which a single agency with the largest presence or support structures provides "hosting services" for other agencies at the country and regional levels could also be

considered. Country-level support of non-resident agencies and country teams with small programme volumes needs to be factored into the design, including possible consolidation of support services for multi-country offices, where they exist. There are several good examples of such arrangements in Africa.

Possible options for configuration of common back office services at the country, regional and global levels

